



CITY OF MOUNTAIN VIEW,
CALIFORNIA

FISCAL YEAR 2003-04

ADOPTED BUDGET

Mission Statement:

The City of Mountain View provides quality services and facilities that meet the needs of a caring and diverse community in a financially responsible manner.

On the cover is a digital rendering of the new train station designed in the style of Mountain View's 1888 Southern Pacific train station. It is located in the Centennial Plaza next to the Downtown Transit Center at the corner of Castro Street and Evelyn Avenue where commuters have access to trains, light rail and buses at one central location within walking distance of the downtown area.

THE CITY OF MOUNTAIN VIEW, CALIFORNIA OPERATING BUDGET FISCAL YEAR 2003-04

CITY COUNCIL:

R. Michael Kasperzak, Jr., Mayor
Matt Pear, Vice Mayor

Nick Galiotto
Matt Neely
Gregory Perry
Rosemary Stasek
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City of Mountain View California

Directory of City Officials

City Council

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Matt Pear, Vice Mayor
Nick Galiotto
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Gregory Perry
Rosemary Stasek
Mary Lou Zoglin

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Robert F. Locke, Finance and Administrative Services Director
Kathy Farrar, Employee Services Director
Elaine Costello, Community Development Director
Cathy R. Lazarus, Public Works Director
David A. Muela, Community Services Director
Karen Burnett, Library Services Director
Marc Revere, Fire Chief
Scott S. G. Vermeer, Police Chief

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CITY OF MOUNTAIN VIEW

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July 1, 2003

Honorable City Council
City of Mountain View

FISCAL YEAR 2003-04 ADOPTED OPERATING BUDGET

Honorable Mayor Kasperzak and Members of the Council:

I am pleased to present to you the Adopted Operating Budget for the City of Mountain View for the fiscal year beginning July 1, 2003 and ending June 30, 2004. The Fiscal Year 2003-04 budget document is divided into five sections:

1. Introduction—includes a summary of the City's overall financial plan;
2. Department Budgets—includes operating plans for all City departments;
3. Statistical Section—includes statistical information about the City;
4. Fund Schedules—includes adopted budgets for all funds; and
5. Five-Year Forecast—includes the General Operating Fund revenue and expenditure forecast.

This budget, the budget process and the documents that accompany it have been prepared in accordance with Section 1103 of the City Charter, the State Constitutional limit on the proceeds of taxes and all applicable regulations.

OVERVIEW

The City is currently facing significant, and quite possibly unprecedented, financial challenges. The General Operating Fund Budget, the primary provider of City services, is experiencing severely constrained finances and was not able to maintain the prior year level of City services. With the significant decline in General Operating Fund revenues over the past two years, there is no longer sufficient revenue to cover even inflationary increases in General Operating Fund expenditures. With the adoption of the 2003-04 fiscal year budget for the period of July 1, 2003 through June 30, 2004, the

City Council had to make difficult choices from a variety of less than desirable alternatives.

While the current financial challenges facing the City are substantial, it is fortunate the potential for a serious economic adjustment was identified in previous years. Techniques such as creation of the Economic Stabilization Contingency and a Budget Transition Reserve have allowed the City's adjustment to financial challenges to be less traumatic than would otherwise be the case and will continue to provide flexibility into the future.

The total City budget for the 2002-03 fiscal year was \$165.2 million, composed of a number of funds, the largest being the General Operating Fund. General Operating Fund revenues were adopted at \$72.7 million for Fiscal Year 2002-03. Unaudited actual revenues total \$70.7 million, \$2.0 million or 2.8 percent lower than the adopted budget. Sales Tax, Hotel Tax, Utility Users Tax and Investment Earnings all fell below budget.

For the 2003-04 fiscal year, General Operating Fund revenues are adopted at \$71.0 million, \$294,000 or approximately 0.4 percent more than unaudited actuals for Fiscal Year 2002-03 and \$1.7 million or 2.4 percent less than the adopted revenues for Fiscal Year 2002-03.

The Adopted Budget is not only balanced but has a projected positive ending balance of \$2.6 million to serve as the Economic Stabilization Contingency for the 2003-04 fiscal year.

The State budget deficit was a major concern as we worked to adjust to our own General Operating Fund budget challenges. How the State will continue to deal with their budget issues and how local government revenues will be negatively impacted will be an ongoing concern of the City.

The Shoreline Golf Links operations (considered part of the General Operating Fund) are generating sufficient revenues for operations; however, Fiscal Year 2002-03 unaudited actuals are slightly less favorable than adopted.

Significant special funds, Revitalization Authority and Shoreline Regional Park (North Bayshore) Community Funds are generally in good financial condition. The Revitalization Authority Fund has sufficient projected revenues to support a bond issue for the necessary funding of a second parking structure in the downtown area. The Shoreline Regional Park Community continues to generate sufficient tax increment revenues to meet ongoing operations and capital needs; although with the continued high vacancy rates in commercial/industrial space, property tax increment revenues have declined.

The utility funds are generally in stable financial condition with the exception of the Wastewater Fund. Water rates were incrementally increased by 3.0 percent for the past two years to lessen the need for significant future rate increases. This strategy to incrementally increase rates in order to mitigate larger increases in future years resulted in staff recommending and Council approving a 6.0 percent rate adjustment for Fiscal Year 2003-04, much lower than would otherwise be necessary considering the 25.7 percent increase in wholesale water cost from San Francisco Water Department (SFWD). A more significant rate adjustment of 8.0 percent was approved to reduce the operating deficit in the Wastewater Fund where ongoing revenues are insufficient to meet ongoing expenditures and fund a base level of annual maintenance projects. With the proposal of the City to purchase the recycling and refuse toters to implement new automated recycling and refuse service, a 2.0 percent rate increase was approved for the Solid Waste Management Fund in lieu of a previously recommended 3 percent increase.

The Adopted Budget continues the City's commitment to infrastructure repair and replacement to the extent possible and includes significant funding for the first year of the Five-Year Capital Improvement Program. This Program includes new projects that are high priorities to the Council and the community. The Adopted Budget also includes the minimal investments necessary for capital outlay and equipment replacement.

Unfortunately, we do not anticipate this will be the last year of difficult economic times. We consider some of the revenue decline to be "structural" in nature and some key revenues such as sales tax will not return to previous levels. We also do not anticipate any potential economic turnaround to be in the immediate future in Silicon Valley. In addition, the City will be seriously challenged over the next few years to meet the costs associated with employee benefits, specifically, and of most concern, costs associated with the Public Employees Retirement System (PERS). Investment losses in the PERS portfolio will dramatically increase City costs over the next two to three years and into the future, especially relating to retirement benefits for Police and Fire safety personnel.

It appears clear that the level of tax revenues received by the General Operating Fund will not be able, in the foreseeable future, to fund all of the services to which the community has become accustomed. General taxes may at best be able to support basic services, and even those, potentially not at current service levels. We need to determine how services can be provided more efficiently, in what cases services can be modified or in what cases some services can be discontinued. Additionally, many services that are focused on specific customers, but may not be part of the City's "core" services, will need to focus on becoming more self-supporting (through new or increased fees and charges).

While many items approved in this report have negative consequences and most of these reductions are undesirable, they will help assure the long-term financial viability of the City and will help protect fundamental services and infrastructure. This strategy is not based on any "quick fixes" or overly optimistic economic forecasts. It confronts a structural decline in revenue with long-term expenditure reductions. While the City of Mountain View, its City Council and staff will continue to maintain the tradition of quality public services and facilities, we will need to do more prioritization and will not be able to accomplish as many tasks or always perform them in the same manner.

The Fund Schedule Section of this budget presents the City's financial picture in detail. Following this letter are Exhibits 1, 2, 3 and 4, which detail revenues and expenditures for the Fiscal Year 2001-02 (audited actual), Fiscal Year 2002-03 (adopted and unaudited actual) and Fiscal Year 2003-04 (adopted) for the General Operating Fund and other funds.

MAJOR ACCOMPLISHMENTS FOR FISCAL YEAR 2002-03

City Clerk's Office

- Conducted Council candidate and new Councilmember orientations.
- Conducted the 2002 General Municipal Election.
- Implemented electronic distribution of City Council agendas, minutes and Fair Political Practice filing requirement notifications.

City Attorney's Office

- Implemented Administrative Remedies for Code Enforcement.
- Developed and implemented a permanent Gatekeeper / Application Workload Management Ordinance and Fiscal Impact Analysis Ordinance.
- Completed an update to the Companion Unit Ordinance to comply with a new State law.
- Implemented a new Conditional Use Permit Ordinance addressing changes of use for downtown, including approval of a fee schedule.
- Implemented the Interim Historic Preservation Ordinance. (Adopted Fiscal Year 2002-03 goal.)

- Updated the Heritage Tree Ordinance. (Adopted Fiscal Year 2002-03 goal.)

City Manager's Office

- Planned and implemented the Centennial Celebration events. (Adopted Fiscal Year 2002-03 goal.)
- Completed an expanded Fiscal Year 2003-04 budget process, resulting in Council adoption of a balanced General Fund Operating Budget. (Adopted Fiscal Year 2002-03 goal.)
- Completed a review of the environmental documents for NASA's development plan. (Adopted Fiscal Year 2002-03 goal.)
- Implemented the first two Spanish CERT classes, along with two in English, for a total of 114 graduates.
- Conducted first-time home buyer workshops for teachers and City employees. (Adopted Fiscal Year 2002-03 goal.)
- Began a funding and developer/operator search for the development of a child-care center at Rengstorff Park. (Adopted Fiscal Year 2002-03 goal.)
- Completed an Americans with Disabilities Act compliance survey of City facilities and parks.
- Completed multiple language translations of several City publications.
- Restructured City funding of KMVT's government and public access operations.

Employee Services Department

- Amended the Retirees Health Plan Program. (Adopted Fiscal Year 2002-03 goal.)
- Negotiated a one-year contract extension with Service Employees International Union, Local 715.
- Conducted harassment and discrimination prevention training for all City employees.

- Conducted professional and management front-line, supervisory and leadership training for City employees.
- Completed implementation of the Human Resource/Payroll system.

Finance and Administrative Services Department

- Completed an expanded Fiscal Year 2003-04 budget process, resulting in Council adoption of a balanced General Fund Operating Budget. (Adopted Fiscal Year 2002-03 goal.)
- Completed implementation of the Human Resource/Payroll system.
- Installed new Recreation class scheduling and facility booking software.
- Completed purchase of the Library Public Access Management software.
- Implemented financial statements in accordance with new GASB 34 requirements.
- Monitored fiscal impacts to the City from State budget proposals. (Continuing Fiscal Year 2002-03 adopted goal.)
- Received authorization for issuance of debt for new parking structure. (Continuing Fiscal Year 2002-03 adopted goal.)
- Implemented a new Utility Bill design.

Community Development Department

- Completed work with the Council Mobile Home Park Ad Hoc Committee to develop mobile home park initiatives for Council review and approval, held an Information and Resource Fair for mobile home park residents and facilitated the formation of residents committees at Santiago Villa and Sahara Village Mobile Home Parks.
- Developed a Request for Qualifications and completed selection of a new agency to provide Fair Housing services.
- Completed recruitment and selection of a new agency to own and operate the Transitional Home at 813 Alice Avenue.

- Completed a new "Tenant/Landlord Guide to Handling Rental Disputes" brochure.
- Developed and implemented changes to the CDBG/HOME budget process.
- Completed an analysis of 2000 Census data and distributed the Data Book.
- Developed and implemented a permanent Gatekeeper / Application Workload Management Ordinance and Fiscal Impact Analysis Ordinance.
- Completed an update to the Companion Unit Ordinance to comply with a new State law.
- Implemented a new Conditional Use Permit Ordinance addressing changes of use for downtown, including approval of a fee schedule.
- Began implementation of the work plan for Phase II of the Downtown Precise Plan update. (Adopted Fiscal Year 2002-03 goal.)
- Implemented the Interim Historic Preservation Ordinance. (Adopted Fiscal Year 2002-03 goal.)
- Approved a 60-unit condominium conversion project (Rock Street) that included the first seven Below-Market-Rate (BMR) units.
- Approved and permitted the building conversion for the Computer History Museum at 1401 North Shoreline Boulevard.
- Prepared a new, updated on-line, color version of the zoning and General Plan maps.
- Coordinated private development from design review through construction for projects such as: 400 Castro Street (Tishman Speyer); El Camino Real projects (Harry's Hofbrau site); CSMA; Efficiency Studios; Centennial Plaza; Whisman Station Expansion; 3 Bryant Street Condominium projects; and Ryland Homes Subdivision on Ortega Avenue. (Adopted Fiscal Year 2002-03 goal.)
- Completed the marketing phase of the City-owned Charleston East site with the selection of Hyatt Corporation to develop business terms for a potential hotel/conference center. (Continuing Fiscal Year 2002-03 adopted goal.)

- Completed Phase I of the retail recruitment strategy for the downtown. (Adopted Fiscal Year 2002-03 goal.)

Public Works Department

- Dedicated and began maintenance and operation of Stevens Creek Trail, Reach 4, Segment 1. (Adopted Fiscal Year 2002-03 goal.)
- Completed the Centennial Plaza project on time for the Centennial Celebration. (Adopted Fiscal Year 2002-03 goal.)
- Completed the Miramonte Water Main replacement project. (Adopted Fiscal Year 2002-03 goal.)
- Moved the 85/101 project to construction in collaboration with the County and VTA. (Adopted Fiscal Year 2002-03 goal.)
- Completed Evelyn Avenue, Phase II. (Adopted Fiscal Year 2002-03 goal.)
- Actively supported and participated in the development and passage of legislation to restructure the Bay Area Water Users Association and facilitate seismic repairs of the Hetch-Hetchy water system. (Adopted Fiscal Year 2002-03 goal.)
- Completed the Senior Center/Community Center Master Plan. (Adopted Fiscal Year 2002-03 goal.)
- Negotiated terms with the Avenidas organization to develop a Senior Day Health Care facility adjacent to the new Senior Center.
- Completed recruitment and selection of a new agency to own and operate the Transitional Home at 813 Alice Avenue.
- Developed a conceptual design for the downtown parking structure at California Street and Bryant Street. (Continuing Fiscal Year 2002-03 adopted goal.)
- Completed design of the temporary Senior Center and approved the "fast-track" process to design the new Senior Center. (Adopted Fiscal Year 2002-03 goal.)
- Passed the Bay Area Air Quality District landfill inspection with no violations.
- Received Air District Title V permit approval for landfill facilities.

- Circulated the Draft Environmental Impact Report for Stevens Creek Trail, Reach 4, Segment 2. (Adopted Fiscal Year 2002-03 goal.)
- Progressed with implementation of the Geographic Information Systems/Computerized Maintenance Management Systems in Public Services program areas.
- Awarded a construction contract for Evelyn Avenue, Phase III. (Adopted Fiscal Year 2002-03 goal.)

Community Services Department

- Planned and implemented the Centennial Celebration events. (Adopted Fiscal Year 2002-03 goal.)
- Completed playground improvements at Cooper, Varsity, Monta Loma and Sylvan Parks.
- Dedicated and began maintenance and operation of Stevens Creek Trail, Reach 4, Segment 1. (Adopted Fiscal Year 2002-03 goal.)
- Updated the Heritage Tree Ordinance. (Adopted Fiscal Year 2002-03 goal.)
- Completed design of the temporary Senior Center and approved the "fast-track" process to design the new Senior Center. (Adopted Fiscal Year 2002-03 goal.)
- Selected and approved a site for a BMX bicycle park.
- Modified the City Fee Waiver Program in conjunction with the Council Youth Ad-Hoc Committee.
- Completed the Springer School Field Renovation Project.
- Installed new Recreation class scheduling and facility booking software.

Library Services Department

- Completed the Library Strategic Plan. (Adopted Fiscal Year 2002-03 goal.)

- Developed, dedicated and began operation of the Teen Zone, a dedicated space for teens in the Library.
- Completed purchase of the Library Public Access Management software.
- Implemented the Link+ system, a library resource-sharing consortium.

Fire Department

- Implemented the first two Spanish CERT classes, along with two in English, for a total of 114 graduates.
- Purchased and began utilizing new heart monitor technology in the field by Paramedics.
- Began utilizing new radiation monitoring technology in the field by Firefighters.
- Began utilizing new air sampling technology to identify chemical agents.
- Delivered Advanced Cardiac Life Support and Pediatric Advanced Life Support training to all Paramedics in-house.

Police Department

- Completed the first year of data collection on bias-free policing.
- Developed the Automated Field Reporting System to allow Police Officers and Community Service Officers to complete and transmit Police reports in the field on their mobile data computers.
- Completed a Police Department reorganization to increase efficiency, department communication, customer service and internal support.
- Achieved a 10 percent decrease in reported significant crimes despite the national average of these crimes increasing.
- Expanded the Neighborhood Watch Program to over 65 watches throughout the City.
- Expanded the Volunteers in Partnership Program to 55 Police volunteers and 15 Police Explorers totaling over 5,000 hours to the department and community.

- Outfitted field patrol vehicles with less-lethal weapons and munitions to provide Officers with alternative weapons for use in certain types of incidents.
- Provided outreach to 33 at-risk youths through the "Dreams and Futures" program.
- Implemented and enforced the new false alarm/permit ordinance, helping to reduce false alarms by 53.5 percent over the previous year.
- Conducted over 110 crime prevention presentations, activities and outreach events with more than 20,000 community member contacts.
- Began using new digital child fingerprint/photo systems, fingerprinting several hundred children in the first few months of operation.

MAJOR GOALS FOR FISCAL YEAR 2003-04

The City will be undertaking a wide variety of projects and assignments during Fiscal Year 2003-04. Even with decreased staff and financial resources, there are important issues and projects to be addressed. The following goals, while only a small portion of the overall workload of the organization, are viewed as the most significant for the 2003-04 fiscal year. These goals are a result of City Council goal-setting study sessions on March 4 and April 22, 2003, were formally adopted by the City Council on May 27, 2003 and reflect City Council priorities for the 2003-04 fiscal year. This list reflects both existing projects/issues that are carrying over into Fiscal Year 2003-04 as well as new topics and projects.

The following is a summary of some of the most significant of these goals.

- Water System Master Plan Projects
 - Significant water system master plan projects will continue, including:
 - > Design/initial construction of the Miramonte Reservoir expansion.
 - > Design of the Graham Reservoir (including playing field improvements).
 - > Completion of the Evelyn Avenue/Shoreline Boulevard water supply well.

- Construction of Evelyn Avenue Improvements, Phase III

The third and final phase of the Evelyn Avenue improvements will be constructed between Pioneer Way and Bernardo Avenue, including road widening, sidewalk installation, new traffic signals, drainage and lighting improvements and the removal of overhead utility lines.

- Senior Center Project

The interim Senior Center will be constructed and is expected to open by early fall. The design of the permanent Senior Center will begin shortly and will continue well into Fiscal Year 2004-05. Additionally, staff will be coordinating with the Avenidas organization regarding the design and construction of their new senior day health-care facility.

The design phase of the Senior Center project will include an analysis of the impacts of using "green building" techniques in the construction of the project, including the potential on-site recycling of construction materials.

- Downtown Initiatives

The second phase of the Downtown Precise Plan will be completed with recommended land use plan changes for those areas of the downtown not covered in the first phase of the project, including the "historic core" of the downtown.

Implementation of the downtown retail recruitment strategy will continue.

- California/Bryant Parking Structure

Important progress will be made toward the long-planned parking structure (with retail on the first floor) at the current City-owned parking lot at the corner of California and Bryant Streets. The design of the structure will commence and financing secured via the issuance of Revitalization Authority bonds.

- Housing Element Implementation Actions

High-priority Housing Element implementation action items will proceed with an emphasis on those efforts most likely to generate progress toward housing goals in the near term.

- Americana Precise Plan/Camino Medical Group Campus

A precise plan amendment/project review will be undertaken for the former Emporium site in the Americana Precise Plan area. A proposed 200,000 square foot medical office building for the Camino Medical Group has been proposed for this site.

- "Mayfield Mall" Precise Plan

The potential redevelopment of the former "Mayfield Mall" Hewlett-Packard campus is likely to require a precise plan review and/or development planning review.

- Strategies for the Development of City-Owned Downtown Properties

The City/Revitalization Authority owns three strategic properties in the downtown area. Work will commence on developing strategies and schedules for the redevelopment of these properties to achieve both financial and land use (downtown redevelopment) goals.

- Pedestrian Overcrossing of U.S. 101 at Permanente Creek

A feasibility analysis will be conducted for the potential construction of a pedestrian/bicycle overcrossing of U.S. 101 at Permanente Creek.

- Budget Follow-Up Actions

There will be a number of important budget follow-up actions required, including careful monitoring of revenue adjustments based on the State budget actions, implementation of service and staffing adjustments and a number of significant cost-of-service (cost recovery) evaluations.

- Charleston East Hotel Site

Depending upon subsequent City Council authorization, staff will explore potential business terms for development of a hotel on the Charleston East site.

- Cuesta Park Annex Master Plan Schedule/Process

A process, schedule and budget for the development of a Cuesta Park Annex Master Plan will be prepared for implementation in a subsequent fiscal year (possibly to be included in the Five-Year Capital Improvement Program).

- Some of the other major goals include:

- Report/study session regarding the City use of pesticides.
- Report/study session regarding community gardens.
- Completion of the Rengstorff Avenue/Caltrain grade separation study.
- Coordination with the Mountain View-Los Altos Union High School District regarding the new Alta Vista campus (former Bryant Avenue water tower site).
- Exploration of the feasibility of bicycle boulevards.
- Continued implementation of mobile home park initiatives.
- Completion of the Environmental Impact Report for Stevens Creek Trail, Reach 4, Segment 2.
- Review of alternatives for development of a "Recreation Plan."
- Review of El Camino Hospital Redevelopment Plan.

As noted above, even with significantly reduced financial and staffing resources, the City Council and staff will be engaging a number of important issues and projects for Fiscal Year 2003-04.

BUDGET HIGHLIGHTS

- **General Operating Fund**

General Operating Fund revenues adopted for Fiscal Year 2002-03 total \$72.7 million. The unaudited actual revenues for Fiscal Year 2002-03 total \$70.7 million (\$2.0 million or 2.8 percent lower than the Adopted Budget). This is primarily a result of lower than budgeted Sales Taxes (\$3.2 million), Transient Occupancy Tax (\$728,000) and Utility Users Tax (\$465,000).

General Operating Fund unaudited actual expenditures for Fiscal Year 2002-03 are \$66.3 million or 6.1 percent lower than the Adopted Budget of \$70.6 million. This is primarily a result of salary savings from vacant positions, but also reflects the effect of expenditure controls resulting in underexpended budgets for various supplies and services accounts.

Adopted revenues for Fiscal Year 2003-04 are \$71.0 million, 2.4 percent lower than Fiscal Year 2002-03 adopted and 0.4 percent higher than Fiscal Year 2002-03 unaudited actual.

Fiscal Year 2003-04 adopted operating expenditures include the minimum, unavoidable increases for items such as Police overtime and labor contracts. Fiscal Year 2003-04 adopted operating expenditures also include significant reductions, including the elimination of Fiscal Year 2002-03 unfunded positions for a total of 41.51 full-time equivalent positions in the General Operating Fund. With these changes, adopted expenditures are \$68.5 million, 3.1 percent lower than Fiscal Year 2002-03 Adopted Budget. The Adopted Budget includes a reservation of revenues totaling \$2.6 million or 3.6 percent of revenues as an Economic Stabilization Contingency.

Shoreline Golf Links

Fiscal Year 2002-03 unaudited actual revenues are \$3.9 million compared to budgeted revenues of \$4.2 million. Unaudited actual expenditures are \$4.1 million (including \$320,000 for capital projects and \$250,000 for recreation programs) compared to the Adopted Budget of \$4.2 million (including capital projects and recreation programs). Shoreline Golf Links has an unaudited ending balance of \$2.0 million for Fiscal Year 2002-03.

For Fiscal Year 2003-04, adopted revenues are \$3.9 million, and adopted expenditures are \$3.8 million (including \$250,000 for recreation programs). This results in revenues exceeding expenditures by approximately \$88,000 and a projected ending balance of \$2.1 million.

- **Special Funds**

Revitalization Authority Fund

Fiscal Year 2002-03 unaudited actual revenues are \$2.7 million (excluding \$1.9 million loan), slightly less than budget of \$2.8 million. Unaudited actual expenditures are \$4.9 million (excluding \$1.9 million property purchase), on target

with the Adopted Budget. Expenditures include the 20.0 percent Housing Set-Aside based on property tax receipts in addition to \$3.0 million of capital projects funding for the downtown parking structure. The fund has an unaudited ending balance of \$1.2 million for Fiscal Year 2002-03.

Revenues for Fiscal Year 2003-04 are adopted at \$3.1 million, and expenditures are adopted at \$1.9 million. Adopted revenues exceed expenditures by approximately \$1.2 million and is sufficient to fund the debt service necessary for the bond issue in the amount for the parking structure and provide protection against proposals to shift redevelopment tax increment to the State. The fund has a projected ending balance of \$2.3 million.

Shoreline Regional Park (North Bayshore) Community Fund

For Fiscal Year 2002-03, unaudited actual revenues are \$24.7 million compared to budget of \$21.4 million. This is primarily a result of assessed values generating higher than anticipated property tax revenue, higher than expected interest earnings and capital project refunds. Unaudited actual expenditures are \$16.7 million (excluding \$1.9 million loan but including capital projects of \$4.5 million) compared to the Adopted Budget of \$17.0 million (which included capital projects of \$4.4 million). This fund has an unaudited balance of \$40.0 million for Fiscal Year 2002-03.

For Fiscal Year 2003-04, revenues are adopted at \$22.2 million, and adopted expenditures are \$27.1 million (including capital projects of \$13.2 million). The ending balance for Fiscal Year 2003-04 is projected at \$35.1 million.

Water Fund

Unaudited actual revenues for Fiscal Year 2002-03 are \$15.5 million, a little higher than the Adopted Budget of \$15.4 million. Unaudited actual expenditures are \$15.6 million (including capital projects of \$3.4 million), lower than the Adopted Budget of \$16.0 million. This fund has an unaudited balance of \$3.2 million in addition to a reserve balance of \$5.4 million for Fiscal Year 2002-03.

Water rates were incrementally increased by 3.0 percent over the prior two years. The strategy to incrementally increase rates in order to mitigate larger increases in future years resulted in an approved 6.0 percent rate adjustment for Fiscal Year 2003-04, much lower than would otherwise be necessary considering the 25.7 percent increase in wholesale water cost from SFWD.

SFWD and Santa Clara Valley Water Department (SCVWD) have projected 15.9 percent and 8.0 percent rate increases, respectively, for Fiscal Year 2004-05. Staff will review rates for Fiscal Year 2004-05 to determine the impact of these proposals. Lastly, the City intends to further expand water storage capacity (Graham Reservoir) which will require the City to issue debt that may impact future rates.

With the 6.0 percent rate increase, adopted revenues for Fiscal Year 2003-04 are \$16.3 million. Adopted operating expenditures for Fiscal Year 2003-04 total \$16.4 million (including capital projects of \$2.1 million). The projected ending balance for Fiscal Year 2003-04 is \$3.3 million, excluding reserves of \$5.8 million.

Wastewater Fund

Unaudited actual revenues for Fiscal Year 2002-03 are \$10.5 million, \$259,000 above the budget of \$10.3 million. Wastewater service revenues and investment earnings are slightly lower than budgeted. Expenditures were originally budgeted (including capital projects of \$1.5 million) at \$12.9 million. Fiscal Year 2002-03 unaudited actual expenditures are \$11.9 million (including capital projects of \$2.0 million). As the City's volume and proportionate share of wastewater treatment has declined, a credit of approximately \$400,000 for Fiscal Year 2002-03 wastewater treatment costs has been included in the unaudited actuals, thereby reducing the amount owed for the 2002-03 fiscal year. The fund has an unaudited ending balance of \$4.3 million and a reserve balance of \$8.7 million for Fiscal Year 2002-03.

Council approved a rate increase of 8.0 percent for Fiscal Year 2003-04. This rate increase will bring the operating revenues more in line with operating expenditures, but does not fund a baseline of annual capital maintenance projects. A 28.0 percent rate increase would be needed to additionally fund a \$1.5 million base level of annual projects. Currently, capital projects are being funded from available balance and reserves, which are higher than required by policy. The 8.0 percent rate increase essentially balances ongoing revenues and expenditures, but not annual CIPs. A larger rate increase can be deferred at this time as there is a sufficient available balance and reserve balance to fund annual CIPs. However, it will be necessary to continue to recommend significant rate increases for future years until this fund is brought into balance.

With this increase, Fiscal Year 2003-04 adopted revenues for this fund are \$10.5 million, and adopted operating expenditures (including capital projects of \$1.8 million) total \$13.1 million. The ending balance for Fiscal Year 2003-04 is projected at \$2.5 million with a reserve balance of \$8.4 million.

Solid Waste Management Fund

For the second year in a row, no general rate increase was adopted for Fiscal Year 2002-03. City unaudited actual revenue for Fiscal Year 2002-03 totals \$8.1 million compared to the Adopted Budget of \$8.5 million. Revenues are lower than budget as a result of decreased refuse service demand related to increased commercial/industrial recycling and to the slower economy, reduced construction activity and higher office/commercial vacancy rates.

City unaudited actual expenditures are \$8.3 million, compared to the budget of \$8.8 million (excluding payment to Foothill of \$8.3 million). Lower demand for refuse service caused disposal tonnage to be down from that budgeted for Fiscal Year 2002-03. A credit is projected for the reduction in disposal costs, but will not be received until Fiscal Year 2003-04. The fund has an unaudited balance of \$7.1 million and reserves of \$2.4 million for Fiscal Year 2002-03.

In November 2002, Council authorized the extension of Foothill's agreement with the provision of adding automated refuse collection (to be phased in over three to four years) and recycling services. At that time, it was estimated that a 1.0 percent general rate increase would be necessary to recover the cost of providing carts for refuse and recycling services.

The Fiscal Year 2003-04 budget includes the purchase of new carts for the automated recycling and refuse service, thereby eliminating the estimated 1.0 percent rate increase associated with these programs. The fund has an accumulated \$7.1 million balance that is available to fund the \$1.6 million purchase of carts.

There has been no general rate increase to refuse services in the prior two years. Any increases provided by contract to Foothill have been absorbed by reducing the City's share of refuse revenues. The increases associated with Foothill's expenditures can no longer be absorbed; therefore, a 2.0 percent rate increase (versus the 3.0 percent originally proposed) was adopted for Fiscal Year 2003-04.

With a 2.0 percent general rate increase, revenues for Fiscal Year 2003-04 are adopted at \$8.0 million (excluding Foothill Disposal Company revenues of \$8.6 million), and adopted expenditures are \$9.7 million (including \$1.6 million for the purchase of carts and excluding payments to Foothill Disposal Company of \$8.6 million). The ending balance for Fiscal Year 2003-04 is projected at \$5.5 million with reserves of \$2.4 million.

- **Reserves**

The compensated absence reserve is being supplemented by \$1.0 million during Fiscal Year 2003-04 in order to maintain the required policy or target balance. This reserve is augmented from the \$9.9 million remaining unallocated Fiscal Year 2001-02 General Operating Fund carryover.

In this Adopted Budget, reserves are consistent with the City's Financial Policies that ensure reserves will be maintained at prudent levels.

- **Capital Improvement Projects, Capital Outlay and Equipment Replacement**

On May 27, 2003, the City Council adopted a Five-Year Capital Improvement Plan for Fiscal Years 2003-04 through 2007-08. The Adopted Budget includes funding for Fiscal Year 2003-04 projects in the amount of \$22.5 million. A detailed list of adopted capital projects is included in the Statistical Section.

Included in the Fiscal Year 2003-04 Adopted Budget is approximately \$91,000 for capital outlay expenditures in the General Operating Fund. An additional \$1.6 million of capital outlay is adopted for other funds (includes the \$1.6 million for new refuse and recycling carts) for a total of \$1.7 million.

In addition, approximately \$1.4 million is included in the Fiscal Year 2003-04 Adopted Budget for equipment replacement in accordance with the equipment replacement plan. The General Operating Fund, Special Funds and the Enterprise (Utility) Funds all contribute to the Equipment Replacement Fund.

Detailed lists of adopted capital outlay expenditures and adopted equipment replacement expenditures are included in the Statistical Section of this document.

The following sections describe the budget process, the basis of accounting utilized by the City of Mountain View and the budget amendment process.

THE BUDGET PROCESS

The budget process begins in November of each year, when all City departments begin preparation of their budget proposals for the upcoming fiscal year.

Departments submit budget requests to the Budget Review Team (consisting of the Assistant City Manager and the Finance and Administrative Services Director) in late December. The Budget Review Team reviews these requests and submits recommendations to the City Manager.

The City Manager assesses the Budget Review Team's recommendations, meets with department heads for further discussion and typically submits recommendations to the City Council in the form of the Narrative Budget Report in May. Because of the significant challenges for Fiscal Year 2003-04, the Council received the City Manager's recommendations earlier than usual for the General Operating Fund on April 15, 2003. The other funds were presented to the City Council on May 6, 2003. The City Council is then able to review and discuss the recommendations and consider the budget prior to the presentation of the Proposed Budget.

The Proposed Budget is presented to the City Council in early June and considered at public hearings. This year, the City Council made a few changes at the Proposed Budget hearing, adding back a Deputy Fire Marshal position, adding back funding for the Hazardous Materials Response Team, adjusting the Center for the Performing Arts ticket service charge fee and adding one-time funding for an operational review of the Fire Inspection Program.

The City's annual budget must be adopted prior to the beginning of each fiscal year (July 1). For a more detailed time line, refer to the Budget Review Process in the Statistical Section.

FINANCIAL AND BUDGETARY POLICIES

The City Council has established financial and budgetary policies which are reviewed and updated as necessary by the City Council. A comprehensive and consistent set of financial and budgetary policies provides a basis for sound financial planning, identifies appropriate directions for service level development, aids budgetary decision-making and serves as an overall framework to guide financial management and operations of the City.

A city's adoption of financial policies also promotes public confidence and increases the City's credibility in the eyes of bond rating agencies and potential investors. Such policies also provide the resources to react to potential financial emergencies in a prudent manner.

A summary of financial and budgetary policies is included in the Statistical Section of this document.

BUDGET AMENDMENT PROCESS

Pursuant to financial policy, budgets are approved at the fund and department level (legal level of control) and may not be exceeded without City Council approval. Trans-

fers and adjustments between funds, departments and capital projects must be submitted to the City Council for approval. The City Charter requires approval by five votes of the seven-member City Council to amend the budget.

Budget adjustments are also required for grants and reimbursed services that were not anticipated or budgeted. Council Resolution No. 15443 authorizes the Finance and Administrative Services Director and the City Manager to increase appropriations up to \$10,000 and \$36,000 (indexed for inflation), respectively, when outside grants or reimbursement revenues have been received to offset expenditures that were not anticipated or budgeted. If the grant or reimbursement is not within the City Manager's level of authorization, a request for an appropriation increase must be submitted to the City Council for approval (five votes required).

Department heads are responsible for managing expenditures within their budget and assuring funds are only expended for properly authorized City expenses. Department heads are also responsible for expending funds consistent with the goals and objectives approved by the City Council.

BASIS OF BUDGETING

All Governmental Fund Type annual budgets are presented on a basis consistent with the general purpose financial statements prepared in accordance with generally accepted accounting principles. The City's Fiscal Year 2001-02 Comprehensive Annual Financial Report was prepared in accordance with the requirements of Governmental Accounting Standards Board (GASB) Statement No. 34. The accounting and financial reporting treatment applied to a fund is determined by the measurement focus of the fund.

Governmental Fund Types are accounted for using the modified accrual basis of accounting. Revenues are recorded as received, or accrued if they are both measurable and available to finance expenditures of the current period. Expenditures are recorded when the related fund liability is incurred, except for principal and interest on long-term debt, which are recorded when paid.

Proprietary Fund Types are accounted for using the accrual basis of accounting wherein revenues, unbilled or billed, are recognized in the accounting period in which they are earned, and expenses are recognized in the period liabilities are incurred. For budgetary purposes, capital projects are appropriated for the estimated cost of the total project. These financial uses of funds are not reflected as expenses in the City's financial statements but are capitalized and depreciated in accordance with generally accepted accounting principles.

COST ALLOCATION PLAN

The City prepares an A-87, cost allocation plan, to identify the costs associated with providing certain services. These indirect charges, noted as General Fund Administration on the Fund Schedules, reimburse the General Operating Fund for services such as those provided by the City Attorney, Employee Services, Payroll, Accounts Payable and Information Services. The full cost allocation plan delineates the basis of allocation by department and can include total operating budget, the number of full-time equivalent positions per department, the number of work requests, square footage occupied, number of items processed, number of applicable devices, etc.

The City also has six Internal Service Funds that provide services to all major funds within the City and, in turn, charge these funds for the cost of providing services. Revenues received for providing services are noted as Interfund Service Charges on the Fund Schedules.

DEBT ADMINISTRATION

As of June 30, 2003, the City will have various debt obligations outstanding. These obligations are comprised of (dollars in thousands):

<u>Entity</u>	<u>Principal Outstanding</u>
City of Mountain View	\$10,130
Shoreline Regional Park Community	\$55,025
Revitalization Authority	\$7,145
Special Assessment Debt	\$2,319

The City of Mountain View's 2001 debt was issued to refinance and call bonds on the City lease component of the 1992 Capital Improvement Financing Authority Revenue Bonds.

The Shoreline Regional Park Community (the Community) has three outstanding tax allocation bond issues. The 1993 Series A Bonds were issued to finance certain landfill closure projects and other public improvements within the Community. The 1996 Series A Bonds were issued to fund the acquisition of certain land from the City and to fund road, water, sewer and other public improvements along certain roadways. The 2001 Refunding Bonds were issued to refinance and call bonds on the 1992 Refunding Bonds.

The Revitalization Authority funds debt payments for the 1995 Refunding Certificates of Participation debt issuance. The Certificates were issued to refinance all of the outstanding Revitalization Authority, 1986 Tax Allocation Bonds issued for the reconstruction of Castro Street.

Special Assessment Debt consists of various issues to finance property owner improvements within the City.

CALCULATION OF APPROPRIATIONS LIMIT

The City is required by the State Constitution, Article XIII B, to annually calculate the maximum amount of appropriations subject to limitation. This calculation is intended to limit the annual growth in tax revenues used to fund governmental expenditures in California. Article XIII B was changed with the passage of Proposition 111 on the June 1990 ballot. These changes permit greater flexibility with regard to annually calculating increases in the appropriations limit by allowing additional growth factors to be used. The factors permitting the maximum allowable increase in the appropriations limit are chosen for the calculation each fiscal year.

Factors were previously estimated for Fiscal Year 2002-03 as final information was not available. The amended calculation is detailed below in addition to the annual appropriations limit calculation for Fiscal Year 2003-04.

As can be seen, the City is substantially under its appropriations limit. The difference between the appropriations limit and the appropriations subject to limitation has grown over the past decade as the limit has been substantially increased by the annual adjustment factors. The population growth factors and the growth in California per-capita income have had a combined average increase of 5.3 percent since Fiscal Year 1993-94.

This, combined with the comparatively slower pace of growth in proceeds of taxes over the same time period, has contributed to the amount under the appropriations limit.

Fiscal Year 2001-02 Limit	133,742,915
2001-02 Population Change in Santa Clara County	1.0125
2001-02 Change in Per Capita Income	<u>.9873</u>
Fiscal Year 2002-03 Amended Limit	133,694,935
Fiscal Year 2002-03 Budget Amount Subject to Limitation	<u>48,454,053</u>
Amount Under Appropriation Limit (Amended)	\$ <u>85,240,882</u>
Fiscal Year 2002-03 Limit	133,694,935
2002-03 Population Change in Santa Clara County	1.0179
2002-03 Change in Per Capita Personal Income	<u>.9769</u>
Fiscal Year 2003-04 Limit	132,944,440
Fiscal Year 2003-04 Budget Amount Subject to Limitation	<u>43,854,223</u>
Amount Under Appropriation Limit	\$ <u>89,090,217</u>

AWARDS

For the tenth time, the Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Mountain View for the Fiscal Year 2002-03 annual budget.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and a communications device.

In addition, for the seventeenth year, the California Society of Municipal Finance Officers (CSMFO) has presented the City with an award for Excellence in Operational Budgeting for the Fiscal Year 2002-03 budget documents.

The awards are valid for a period of one year only. The Fiscal Year 2003-04 budget documents continue to conform to program requirements and will be submitted to GFOA and CSMFO to determine eligibility for another award.

CONCLUSION

This budget has been one of the most, if not the most, difficult I have prepared. It negatively impacts service levels in a variety of areas and also impacts a number of existing staff. It was also developed during a period of significant fiscal instability and uncertainty.

The positive aspect of this difficult process is that it can result in a budget that is "responsibly balanced" and places the City in an effective position to deal with continued economic uncertainty. It provides a financial plan that does not transfer challenges into future years, when it is quite possible that new challenges will confront us.

Fiscal Year 2003-04 adopted General Fund revenues are \$71.0 million, and adopted expenditures are \$68.5 million. There is no revenue balance after reserving for the Economic Stabilization Contingency of \$2.6 million. General Fund revenues for Fiscal Year 2003-04 are projected to increase by 0.4 percent from Fiscal Year 2002-03 unaudited actuals and are projected 2.4 percent lower than Fiscal Year 2002-03 adopted revenues. Significant department operating reductions have been made in order to balance the budget. A few unavoidable increases have been included.

The Shoreline Golf Links operations are experiencing lower revenues as a result of the slowdown in the economy. Green fees and driving range fee increases are approved for the 2003-04 fiscal year.

The Revitalization Authority has seen an increase in its tax increment revenues and, based on current information, it has sufficient financial capacity to support a bond issue for the new parking structure.

The Shoreline Regional Park Community continues to experience high commercial vacancy rates and it is projected unsecured property tax increment revenue will decline in the 2003-04 fiscal year.

The incremental rate increases of the past two years have assisted in allowing a modest rate adjustment of 6.0 percent for the 2003-04 fiscal year when wholesale water costs are projected to rise 25.7 percent for the Hetch-Hetchy water system.

The Wastewater Fund requires an 8.0 percent rate increase for Fiscal Year 2003-04 to almost balance ongoing revenues against expenditures. This will not fund a baseline

level of annual capital maintenance projects. A continuation of rate increases in the future will be needed for revenues to fund expenditures and capital projects.

The Solid Waste Fund has not implemented a general rate increase for two years. With the implementation of automated refuse and recycling services, \$1.6 million for capital outlay is adopted and, in conjunction with the significant cost increases experienced by Foothill Disposal, has resulted in a rate increase of 2.0 percent for Fiscal Year 2003-04.

Reserves are generally in good condition, and required supplemental allocations are funded by the remaining unallocated Fiscal Year 2001-02 General Fund carryover balance.

The operating expenditure adjustments adopted in the Fiscal Year 2003-04 budget reflect the decline in revenue due to economic conditions and necessary actions taken in order to maintain the City's financial health into the future. The Five-Year Forecast for the General Operating Fund points out the need for careful expenditure management.

Many staff members have contributed significantly to the preparation of this report. All department heads have shown the type of teamwork, cooperative spirit and creativity necessary for this process. I would particularly like to thank Assistant City Manager Nadine Levin, Finance and Administrative Services Director Robert Locke, Assistant Finance and Administrative Services Director Patty Kong, Principal Financial Analysts Helen Ansted and Suzy Niederhofer, Senior Administrative Analyst Lori Topley and Administrative Analyst Raella Frazier for their assistance with the Operating Budget. I would also like to thank Administrative Services Manager Jim Williamson and Assistant Public Works Director—Public Services Jim Russell for their assistance with the capital outlay process and the Document Processing and Copy Center staff for their constant support in the preparation of this document.



Kevin C. Duggan
City Manager

KCD/SN/6/BUD
541-08-25-03L^

Enclosures

NOTES

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TOTAL FUND REVENUES

	AUDITED ACTUAL 2001-02	ADOPTED BUDGET 2002-03	UNAUDITED ACTUAL 2002-03	ADOPTED BUDGET 2003-04
GENERAL FUND	\$ 72,630,836	72,739,224	70,735,881	71,029,822
GF-SHORELINE GOLF LINKS	4,204,668	4,206,570	3,888,126	3,896,970
RESERVES	22,568,670	12,421,131	18,786,630	4,389,972
GAS TAX	1,908,489	1,617,540	1,502,456	1,388,780
CONVEYANCE TAX	5,042,564	2,533,540	2,764,142	1,914,940
BELOW MARKET HOUSING	357,258	5,070	928,625	30,540
TRANSIT ORIENTED DEVELOPMENT	2,011,372	0	90,650	476,140
REVITALIZATION AUTHORITY	2,781,760	2,848,460	4,651,561	3,076,190
PARKING DISTRICT & IN LIEU FEES	962,922	473,950	488,214	451,386
SUPPLEMENTAL LAW ENFCMNT	144,398	146,509	142,220	146,892
C.D.B.G.	3,459,619	1,446,000	1,144,568	1,386,980
LOCAL LAW ENFCMT BLOCK GRT	118,337	11,397	104,249	15,569
CABLE T.V.	754,257	750,500	665,579	573,000
SHORELINE COMMUNITY	29,517,138	21,440,998	24,714,174	22,155,516
STORM DRAIN CONSTRUCTION	92,534	47,104	83,026	40,938
PARK LAND DEDICATION	1,452,076	376,419	707,857	336,259
WATER	15,773,651	15,395,062	15,540,615	16,320,000
WASTEWATER	9,934,467	10,274,949	10,533,518	10,537,280
SOLID WASTE	8,924,898	8,513,957	8,138,457	8,040,160
EQUIPMENT MAINTENANCE	4,244,307	3,757,798	3,760,633	3,048,204
WORKERS COMPENSATION	1,564,012	1,441,787	1,405,480	2,397,140
UNEMPLOYMENT	74,865	73,412	72,177	69,270
LIABILITY	838,801	994,660	2,002,420	1,031,110
RETIREEES HEALTH	1,149,679	682,036	669,355	637,208
EMPLOYEE BENEFITS	81,403	77,445	79,077	77,758
TOTAL	\$ 190,592,981	162,275,518	173,599,690	153,468,024

TOTAL FUND EXPENDITURES

	AUDITED ACTUAL 2001-02	ADOPTED BUDGET 2002-03	UNAUDITED ACTUAL 2002-03	ADOPTED BUDGET 2003-04
GENERAL FUND	\$ 67,281,132	70,633,214	66,340,243	68,465,273
GF - SHORELINE GOLF LINKS	3,686,017	4,176,043	4,095,118	3,808,613
RESERVES	25,681,629	13,704,557	14,554,226	2,413,984
GAS TAX	2,061,920	2,093,290	1,953,290	1,324,683
CONVEYANCE TAX	3,845,000	2,814,000	2,814,000	3,203,282
BELOW MARKET HOUSING	255,180	25,000	252,220	25,000
TRANSIT ORIENTED DEVELOPMENT	1,275,000	0	0	697,782
REVITALIZATION AUTHORITY	1,647,479	4,976,242	6,786,576	1,904,103
PARKING DISTRICT & IN LIEU FEES	683,829	2,069,884	2,019,582	378,954
SUPPLEMENTAL LAW ENFCMNT	217,114	189,811	187,760	137,789
C.D.B.G.	3,459,619	1,339,000	1,144,568	1,336,980
LOCAL LAW ENFCMT BLOCK GRT	125,920	0	96,095	85,713
CABLE T.V.	804,461	795,500	691,505	1,323,000
SHORELINE COMMUNITY	19,598,008	16,981,123	18,620,202	27,051,933
STORM DRAIN CONSTRUCTION	26,000	26,000	61,000	26,218
PARK LAND DEDICATION	667,756	103,741	1,113,072	832,162
WATER	16,206,053	15,970,934	15,587,236	16,351,268
WASTEWATER	12,372,620	12,927,469	11,851,621	13,135,915
SOLID WASTE	7,344,386	8,831,806	8,310,842	9,739,636
EQUIPMENT MAINTENANCE	2,659,028	3,844,484	2,802,714	3,158,755
WORKERS COMPENSATION	1,444,996	1,774,080	1,429,290	1,658,000
UNEMPLOYMENT	21,385	67,250	67,250	67,250
LIABILITY	738,178	1,018,340	799,167	2,415,550
RETIREEES HEALTH	570,789	715,193	732,899	942,018
EMPLOYEE BENEFITS	56,131	112,090	64,823	114,770
TOTAL	\$ <u>172,729,630</u>	<u>165,189,051</u>	<u>162,375,299</u>	<u>160,598,631</u>

GENERAL OPERATING FUND REVENUES

<u>FISCAL YEAR</u>	<u>OPERATING REVENUE</u>	<u>% CHANGE FROM PRIOR YEAR</u>
1992-93	\$45,248,000	(1.4%)
1993-94	\$46,921,000	3.7%
1994-95	\$51,766,000	10.3%
1995-96	\$57,149,000	10.4%
1996-97	\$64,510,000	12.9%
1997-98	\$67,027,000	3.9%
1998-99	\$67,900,000	1.3%
1999-2000	\$74,712,000	10.0%
2000-01	\$82,708,000	10.7%
2001-02	\$72,631,000	(12.2%)
2002-03 *	\$70,736,000	(2.6%)
2003-04 **	\$71,030,000	0.4%

* Unaudited Actual

** Adopted

GENERAL OPERATING FUND EXPENDITURES

<u>FISCAL YEAR</u>	<u>OPERATING EXPENDITURES (1)</u>	<u>% CHANGE FROM PRIOR YEAR</u>
1992-93	\$42,718,000	(3.6%)
1993-94	\$41,831,000	(2.1%)
1994-95	\$48,080,000	14.9%
1995-96	\$47,783,000	(0.6%)
1996-97	\$52,019,000	8.9%
1997-98	\$54,380,000	4.5%
1998-99	\$57,504,000	5.7%
1999-2000	\$61,054,000	6.2%
2000-01	\$61,265,000	0.3%
2001-02	\$65,259,000	6.5%
2002-03 *	\$64,775,000	(0.7%)
2003-04 **	\$68,465,000	5.7%

* Unaudited Actual

** Adopted

(1) Includes changes in encumbrances.

CITY OF MOUNTAIN VIEW
RESOLUTION NO. 16813
SERIES 2003

A RESOLUTION ADOPTING THE FISCAL YEAR 2003-04 BUDGET

WHEREAS, the City Council held duly noticed study sessions on April 15 and May 6, 2003 and held duly noticed public hearings on June 3 and June 10, 2003, and heard all persons wishing to be heard regarding said proposed budgets. The City Council considered these comments and deliberated the City Manager's proposed budget;

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Mountain View as follows:

1. The City of Mountain View proposed budget in the amount of \$122,395,706 as recommended by the City Manager, plus any amendments approved by the City Council on June 10, 2003, on file in the City Clerk's Office, including the Fund Schedules Section of the Proposed Budget, is hereby adopted as the Fiscal Year 2003-04 budget of this agency.
2. The City Council appropriate \$9,678,000 for the Fiscal Year 2003-04 Capital Improvement Program and transfer \$400,000 from Hetch-Hetchy Trail Design and Construction, Project 02-27, to the Transit-Oriented Development Fund as this project completed.
3. An appropriation in the amount of \$33,333 is included to match potential Homeland Security grant funding. If the grant is not awarded, this appropriation will not be utilized.
4. The City Council has included appropriations sufficient to meet all its bonded debt service obligations.
5. Except for continuing appropriations for capital improvement projects not yet completed, Community Development Block Grant programs, grant funding, legal cases and other expenditures lawfully encumbered or accrued, all other unexpended appropriations shall lapse at the end of the fiscal year in accordance with City Charter Section 1105.
6. Appropriations as needed from investment earnings and other program income received on grant funds are hereby authorized.
7. Appropriations in the compensated absence reserve are hereby authorized as needed for vacation and sick leave balances of employees during Fiscal Year 2003-04.
8. Appropriations for the Police Asset Forfeiture Fund are hereby authorized to the uncommitted cash balance in the Police Asset Forfeiture Fund.
9. Appropriations in the Unemployment Fund for unemployment claims payments are hereby authorized as needed.
10. Appropriations in the Employee Benefits Fund are hereby authorized as needed to be funded by the contributions of the City, employees and retirees.
11. The City Manager or designee is authorized to increase appropriations in the Cable Television Fund for payments and transfers that are calculated on franchise fees

received, payment of interest earned on the endowment funds and annually rebudge the remaining balance of the miscellaneous maintenance funds.

12. The City Manager or designee is authorized to increase appropriations for specific retail and golf lesson expenditures of the Shoreline Golf Links operations that are offset by retail sales and golf lesson revenues.

13. The Finance and Administrative Services Director is hereby authorized to make adjustments and corrections to budgeted amounts for reasons such as: (1) amendments adopted by City Council; (2) final benefit coverage costs; (3) final represented and nonrepresented employee compensation costs; (4) adjustments between funds and departments for internal service charges and administrative overhead reimbursements; (5) modifications to revenue and appropriations for the actual Public Library Fund grant amount received; and (6) other corrections as necessary. The Finance and Administrative Services Director is authorized to determine the budgeted amounts for implementation of the decisions made at the public hearings and will report the final adopted budget and any reconciling changes to the compilation of the budget to the City Council by an informational memorandum and will file said final adopted budget with the City Clerk's Office.

The foregoing Resolution was regularly introduced and adopted at a Special Meeting of the City Council of the City of Mountain View, duly held on the 10th day of June, 2003, by the following vote:

AYES: Councilmembers Galiotto, Neely, Pear, Zoglin and Mayor Kasperzak

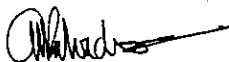
NOES: Councilmember Perry

ABSENT: Councilmember Stasek

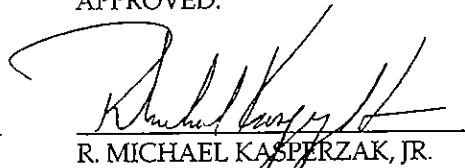
NOT VOTING: None

ATTEST:


APPROVED:



ANGELITA M. SALVADOR
CITY CLERK


R. MICHAEL KASPERZAK, JR.
MAYOR

I do hereby certify that the foregoing resolution was passed and adopted by the City Council of the City of Mountain View at a Special Meeting held on the 10th day of June, 2003, by the foregoing vote.



City Clerk
City of Mountain View

HMA/6/RESO
530-06-10-03R-4^

MOUNTAIN VIEW REVITALIZATION AUTHORITY (MVRA)
RESOLUTION NO. RA-93
SERIES 2003

A RESOLUTION ADOPTING THE FISCAL YEAR 2003-04 BUDGET

WHEREAS, the MVRA Board of Directors (Board) held a duly noticed study session on May 6, 2003 and held duly noticed public hearings on June 3 and June 10, 2003 and heard all persons wishing to be heard regarding said proposed budgets;

NOW, THEREFORE, BE IT RESOLVED by the Board of the Mountain View Revitalization Authority as follows:

1. The Mountain View Revitalization Authority proposed budget in the amount of \$1,904,100, as recommended by the City and Authority Manager, plus any amendments approved by the Board on June 10, 2003, on file in the City Clerk's Office, is hereby adopted as the Fiscal Year 2003-04 budget of this agency.
2. The Board has included appropriations sufficient to meet all its bonded debt obligations.
3. Except for continuing appropriations for capital improvement projects not yet completed and other expenditures lawfully encumbered or accrued, all other unexpended appropriations shall lapse at the end of the fiscal year.
4. The Treasurer/Finance and Administrative Services Director is authorized to adjust the Housing Set-Aside appropriation based on the applicable property tax received.
5. The Treasurer/Finance and Administrative Services Director is hereby authorized to make adjustments and corrections to budgeted amounts for reasons such as: (1) amendments adopted by the Board; (2) final benefit coverage costs; (3) final represented and nonrepresented employee compensation costs; (4) adjustments between funds and departments for internal service charges and administrative overhead reimbursements; and (5) other corrections as necessary. The Treasurer/Finance and Administrative Services Director is authorized to determine the budgeted amounts for implementation of the decisions made at the public hearings and will report the final adopted budget and any reconciling changes in the compilation of the budget to the Board by an informational memorandum and will file said final adopted budget with the City Clerk's Office.

The foregoing Resolution was regularly introduced and adopted at a Special Meeting of the Mountain View Revitalization Authority, duly held on the 10th day of June, 2003, by the following vote:

AYES: Board members Galiotto, Neely, Pear, Zoglin and President Kasperzak

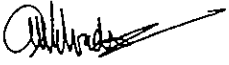
NOES: Board member Perry

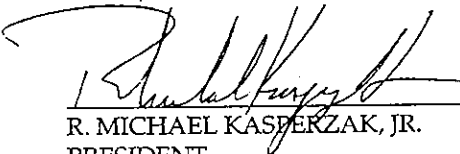
ABSENT: Board member Stasek

NOT VOTING: None

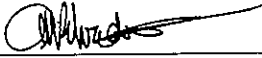
ATTEST:

APPROVED:


ANGELITA M. SALVADOR
SECRETARY


R. MICHAEL KASPERZAK, JR.
PRESIDENT

I do hereby certify that the foregoing resolution was passed and adopted by the Mountain View Revitalization Authority at a Special Meeting held on the 10th day of June, 2003, by the foregoing vote.


Secretary
Mountain View Revitalization Authority

HMA/6/RESO
530-06-10-03R^

MOUNTAIN VIEW SHORELINE REGIONAL PARK COMMUNITY (SRPC)
RESOLUTION NO. S-120
SERIES 2003

A RESOLUTION ADOPTING THE FISCAL YEAR 2003-04 BUDGET

WHEREAS, the SRPC Board of Directors (Board) held a duly noticed study session on May 6, 2003 and held duly noticed public hearings on June 3 and June 10, 2003 and heard all persons wishing to be heard regarding said proposed budget;

NOW, THEREFORE, BE IT RESOLVED by the Board of the Mountain View Shoreline Regional Park Community as follows:

1. The Mountain View Shoreline Regional Park Community proposed budget in the amount of \$13,868,981 as recommended by the City and Community Manager, plus any amendments approved by the Board on June 10, 2003, on file in the City Clerk's Office, is hereby adopted as the Fiscal Year 2003-04 budget of this agency.
2. The Board appropriate funding in the amount of \$13,187,000 for the Fiscal Year 2003-04 Capital Improvement Program.
3. The Board has included appropriations sufficient to meet all its bonded debt obligations.
4. Except for continuing appropriations for capital improvement projects not yet completed and other expenditures lawfully encumbered or accrued, all other unexpended appropriations shall lapse at the end of the fiscal year.
5. The Treasurer/Finance and Administrative Services Director is hereby authorized to make adjustments and corrections to budgeted amounts for reasons such as: (1) amendments adopted by the Board; (2) final benefit coverage costs; (3) final represented and nonrepresented employee compensation costs; (4) adjustments between funds and departments for internal service charges and administrative overhead reimbursements; and (5) other corrections as necessary. The Treasurer/Finance and Administrative Services Director is authorized to determine the budgeted amounts for implementation of the decisions made at the public hearings and will report the final adopted budget and any reconciling changes in the compilation of the budget to the Board by an informational memorandum and will file said final adopted budget with the City Clerk's Office.

The foregoing Resolution was regularly introduced and adopted at a Special Meeting of the Mountain View Shoreline Regional Park Community, duly held on the 10th day of June, 2003, by the following vote:

AYES: Board members Galiotto, Neely, Pear, Zoglin and President Kasperzak

NOES: Board member Perry

ABSENT: Board member Stasek

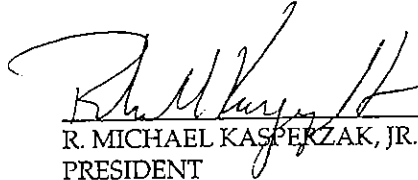
NOT VOTING: None

ATTEST:

APPROVED:

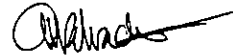


ANGELITA M. SALVADOR
SECRETARY



R. MICHAEL KASPERZAK, JR.
PRESIDENT

I do hereby certify that the foregoing resolution was passed and adopted by the Mountain View Shoreline Regional Park Community at a Special Meeting held on the 10th day of June, 2003, by the foregoing vote.



Secretary
Mountain View Shoreline Regional Park Community

HMA/6/RESO
530-06-10-03R-1^

CITY OF MOUNTAIN VIEW
RESOLUTION NO. 16814
SERIES 2003

A RESOLUTION ADOPTING
THE FISCAL YEAR 2003-04 APPROPRIATIONS LIMIT

WHEREAS, Article XIII B of the Constitution of the State of California requires that total annual appropriations of the City of Mountain View funded from the proceeds of taxes shall not exceed the appropriations limit of the City for the prior fiscal year adjusted for specified changes; and

WHEREAS, this Article requires the City to establish its appropriations limit by resolution each fiscal year at a regularly scheduled meeting or at a noticed special meeting, before the beginning of each fiscal year; and

WHEREAS, the City Finance and Administrative Services Department has prepared the budget documentation as intended by Article XIII B of the California Constitution and has made such documents available for public review;

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Mountain View hereby amends the Fiscal Year 2002-03 Appropriations Limit to \$133,694,935 based on final fiscal year information and adopts the Appropriations Limit for Fiscal Year 2003-04 of \$132,944,440.

The foregoing Resolution was regularly introduced and adopted at a Special Meeting of the City Council of the City of Mountain View, duly held on the 10th day of June, 2003, by the following vote:

AYES: Councilmembers Galiotto, Neely, Pear, Zoglin and
Mayor Kasperzak

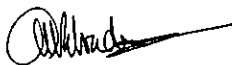
NOES: Councilmember Perry

ABSENT: Councilmember Stasek

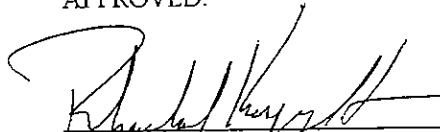
NOT VOTING: None

ATTEST:

APPROVED:



ANGELITA M. SALVADOR
CITY CLERK



R. MICHAEL KASPERZAK, JR.
MAYOR

I do hereby certify that the foregoing resolution was passed and adopted by the City Council of the City of Mountain View at a Special Meeting held on the 10th day of June, 2003, by the foregoing vote.



City Clerk
City of Mountain View

HMA/6/RESO
530-06-10-03R-3^



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Mountain View
California**

For the Fiscal Year Beginning
July 1, 2002

President

Executive Director

California Society of Municipal Finance Officers

Certificate of Award

Excellence in Operational Budgeting 2002-2003

Presented to

City of Mountain View

*This certificate recognizes the achievement of Excellence in Operational Budgeting and reflects an outstanding budget document
and the underlying budgeting process through which the budget is implemented.*

February 24, 2003



Joan Michaels
Chair, Budgeting & Financial Management

Vice-Chair, Budgeting & Financial Management

Dedicated to Excellence in Municipal Financial Management

General Notes

These notes explain the format and conventions used for each of the Department summaries that appear in the following section of this document.

A. Organizational Charts

Included for each department is an overview of the functions and responsibilities of the department as well as the organizational structure of the department. A City-wide organizational chart is included in the Statistical Section of this document.

B. Performance Measures/Workload Measures

Included on each department text page (see below description) is a list of performance and workload measures by program. Because the process of creating a sound performance measurement system continues to evolve, some performance/workload measures are noted as being "discontinued" and some are noted as "New for FY 2003-04".

Performance/workload measures are clearly tied to departmental functions. If a departmental function has a performance/workload measure tied to it, it is noted in parenthesis with an "M" and the performance/workload measure number(s) following. For example, (M 1, 2, 3). Performance/workload measures which are being discontinued are not tied to a departmental function.

C. Text Pages

1. Centered at the top of the page is a title identifying the Department or Program name and whether it is the Department Summary or a Program Summary.
2. Each text page identifies the manager, mission statement, objectives, and major goals/strategies for Fiscal Year 2003-04 as well as any major changes for the Department or Program.

D. Numerical Pages

1. The listed number of positions for each Department or Program represents the maximum number of permanent budgeted positions that can be filled. "Part-Time Hourly" positions identify the number of full-time equivalent positions budgeted to be filled by hourly personnel. Contract personnel are not included in this listing.

General Notes

(Continued)

2. Positions listed in the "2001-02 Adjusted" column are those positions actually approved in the adopted budget that year plus any adjustments made mid-year. Positions listed in the "2002-03 Adopted" column are those positions in the "2001-02 Adjusted" column plus position changes adopted in Fiscal Year 2002-03. Positions listed in the "2003-04 Adopted" column are those positions in the "2002-03 Adopted" column plus any amendments or adjustments made mid-year and changes adopted for Fiscal Year 2003-04.
3. Salaries and wages are calculated using the employees' actual pay plus any potential mid-year step increases. All vacant permanent positions are calculated at 3rd step (or the 90 percent level) of the position classification. All hourly positions are calculated at 5th step of the position classification, except those hourly positions in Recreation which are calculated at 3rd step due to the seasonality of the positions.

CITY COUNCIL

The City Council is the legislative and policy-making body for the City, having responsibility for enacting City ordinances, appropriating funds to conduct City business and providing policy direction to administrative staff.

There are eight standing City Council committees, each with three members. From time to time, special-purpose committees are also formed. In addition, Councilmembers represent the City and serve on numerous regional agencies and organizations.

The City Council meets at 6:30 p.m. on the second and fourth Tuesday of each month in the Council Chambers located in City Hall, 500 Castro Street. The times and places of City Council committee meetings and the meetings of outside agencies on which Councilmembers serve can be obtained from the City Clerk's Office.

STANDING COMMITTEES

Appointments Review Committee	Procedures Committee
Pear, Chair	Kasperzak, Chair
Kasperzak	Neely
Stasek	Perry
Finance/Investment Review Committee	Technology Committee
Neely, Chair	Galiotto, Chair
Pear	Perry
Stasek	Stasek
Moffett Field Complex Committee	Transportation Committee
Kasperzak, Chair	Perry, Chair
Perry	Kasperzak
Zoglin	Galiotto
Neighborhoods Committee	Youth Services Committee
Zoglin, Chair	Zoglin, Chair
Galiotto	Galiotto
Neely	Neely

CITY COUNCIL

Councilmembers	Term Expires
R. Michael Kasperzak, Jr., Mayor	2007
Matt Pear, Vice Mayor	2005
Nick Galiotto	2005
Matt Neely	2007
Gregory Perry	2007
Rosemary Stasek	2005
Mary Lou Zoglin	2005

CITY COUNCIL
DEPARTMENT SUMMARY

DEPARTMENT MANAGER-CITY CLERK

DEPARTMENT MISSION STATEMENT

To set policy that governs the City in a manner which is both financially sound as well as responsive to the needs and concerns of the community.

DEPARTMENT FUNCTIONS

- Serve as Board of Directors for the Mountain View Shoreline Regional Park Community, the Mountain View Revitalization Authority and the City of Mountain View Capital Improvements Financing Authority.
- Participate in regional boards and agencies which directly affect the City of Mountain View and the needs and interests of the citizens.
- Adopt the annual budget and five-year Capital Improvement Program.
- Meet annually in study sessions with each advisory commission/committee.
- Participate in the City's Corporate Visitation Program.

MAJOR CITY GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Continue work on Water System Master Plan projects.
 - Design/initial construction of the Miramonte Reservoir expansion.
 - Design of the Graham Reservoir (including playing field improvements).
 - Completion of the Evelyn Avenue/Shoreline Boulevard water supply well.
- Complete construction of Evelyn Avenue Improvements, Phase III.
- Continue work on Senior Center project.
- Continue work on downtown initiatives.
- Continue work on California/Bryant parking structure.
- Implement Housing Element actions.
- Prepare a precise plan amendment/project review for the Americana Precise Plan/Camino Medical Group campus.
- Review "Mayfield Mall" Precise Plan.
- Begin work on a feasibility analysis of a pedestrian overcrossing of U.S. 101 at Permanente Creek.
- Monitor and implement budget follow-up actions.

CITY COUNCIL
DEPARTMENT SUMMARY

MAJOR DEPARTMENT CHANGES

- General Operating Fund:

Training, Conference and Travel (\$14,000)

Reduces funding for training, conference and travel and changes per fiscal year allocation to \$9,000 for Mayor and \$7,000 for each Councilmember.

Professional Services (\$4,000)

Reduces funding for miscellaneous professional services.

AMS/BUD/LHP-402-01^

**CITY COUNCIL
DEPARTMENT SUMMARY**

<u>POSITIONS</u>	<u>2001-02 ADJUSTED</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Mayor	1	1	1
Councilmember	6	6	6
Total Permanent	7	7	7
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	<u>7</u>	<u>7</u>	<u>7</u>
<u>EXPENDITURE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries Wages and Benefits	\$ 92,597	96,973	96,452
Supplies and Other Services	56,133	121,845	88,810
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	<u>\$ 148,730</u>	<u>218,818</u>	<u>185,262</u>
<u>FUNDING SOURCES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
General Operating Fund	\$ 148,730	203,618	185,262
General Fund Reserve	0	15,200	0
TOTAL FUNDING	<u>\$ 148,730</u>	<u>218,818</u>	<u>185,262</u>

**CITY COUNCIL
DEPARTMENT SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 51,424	43,500	43,500
Wages	653	1,700	0
Benefits	40,520	51,773	52,952
	<u>\$ 92,597</u>	<u>96,973</u>	<u>96,452</u>
<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 8,231	9,790 *1	9,790
Maintenance and Operations	75	400	400
Utilities	5,147	12,960	12,960
Professional/Technical Svcs	4,032	8,000 *2	4,000 *4
Other Expenses	38,648	90,695 *3	61,660 *4
	<u>\$ 56,133</u>	<u>121,845</u>	<u>88,810</u>

*1 Includes decreased funding of \$1,000 for miscellaneous supplies.

*2 Includes decreased funding of \$1,000 for miscellaneous professional services.

*3 Includes one-time funding of \$15,200 for computers and related equipment. Per Council Policy A-2, each Councilmember is allocated \$3,800 per term. Three new Council terms and one two-year Council term will be commencing during Fiscal Year 2002-03. Includes decreased fundings of \$7,315 for travel (10%) and \$2,000 for miscellaneous expenses.

*4 Includes decreased fundings of \$4,000 for miscellaneous professional services and \$14,000 for training, conference and travel.

NOTES

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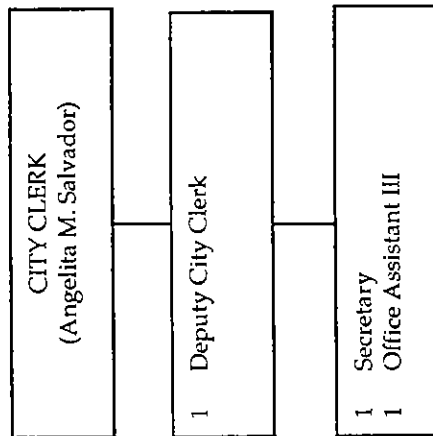
CITY CLERK'S OFFICE

The City Clerk is appointed by the City Council. The Clerk is responsible for facilitating the conduct of business by the City Council and fulfilling legal requirements as set forth in the Charter, City Code and State law. The City Clerk's Office conducts all City elections and administers campaign and financial disclosure laws.

The Office maintains a true record of all proceedings of the City Council; meets all requirements regarding public postings, legal advertising, recordations and mailing of public hearing notices; processes Assessment Districts, annexations, deeds, tax cancellations, appeals and initiative petitions; and administers the yearly selection process of members to City boards, commissions and committees.

The City Clerk's Office provides administrative assistance to the Council, maintains the City Code, is custodian of the City Seal, administers oaths or affirmations, and executes City contracts and agreements. The office also maintains official City records, provides certified copies thereof and provides information to the public regarding the legislative operations of government.

CITY CLERK'S OFFICE



FISCAL YEAR 2003-04 POSITION TOTALS: 4.0 Full-Time

CITY CLERK'S OFFICE DEPARTMENT SUMMARY

DEPARTMENT MANAGER-CITY CLERK

DEPARTMENT MISSION STATEMENT

To maintain official records, administer elections and provide administrative support to City Council.

DEPARTMENT FUNCTIONS

- Administer City elections. (M 1)
- Maintain the City Code and City Charter.
- Administer campaign disclosures, financial disclosures and oaths. (M 2)
- Coordinate, prepare and distribute Council agenda materials and minutes. (M 3, 4, 5, 7, 10)
- Maintain official City records and provide records management support services for all departments. (M 6, 9, 11, 12, 13)
- Notice legal documents and process annexation and assessment district proceedings, deeds, appeals, initiative petitions and ordinances. (M 8)
- Provide administrative support to City Council. (M 14)

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Implement electronic notification of Council agenda items and other related hearing notices.
- Explore the feasibility of adding City agreements and other appropriate records to the City Clerk's electronic document management system.

MAJOR DEPARTMENT CHANGES

- General Operating Fund:

Central Reception and General Telephone Line

(\$89,500)

Eliminates 1.5 Office Assistant II positions located in the City Clerk's Office on the third floor. Currently, the central reception desk in the lobby area on the first floor of City Hall and the City's general telephone line is manned by a full-time Office Assistant III. This change will require the relocation of the Office Assistant III to the City Clerk's Office from the central reception area. *Eliminates the Office Assistant's ability to cover central reception.*

CITY CLERK'S OFFICE

DEPARTMENT SUMMARY

Agenda Noticing, Commissioners' Dinner and Sister City Program (\$8,000)

- Cancels the newspaper courtesy agenda digest (\$3,500). Staff will continue to use written agenda postings, the City's web site, CityLink and agenda recording to notice agenda items. *Removes one option of agenda item noticing.*
- Reduces funds (\$3,000) available for the annual Commissioners' Dinner where Commissioners are recognized for their service to the City. *No service level impact; reduces certain aspects of the annual recognition event.*
- Reduces funds (\$1,500) available for travel, gifts and supplies for the City's Sister City Program. *Reduces some flexibility in responding to requests for Sister City Program activities.*

Miscellaneous Reductions (\$6,300)

Reduces miscellaneous expenditures for temporary assistance (\$3,400), overtime (\$1,000) and training and travel (\$1,900). *No significant impact anticipated.*

PERFORMANCE/WORKLOAD MEASURES

	2001-02 Target	2001-02 Actual	2002-03 Target	2002-03 Actual	2003-04 Target
Elections:					
1. Percent of official election notices published without errors	100%	100%	100%	100%	100%
2. Percent of Statement of Economic Interests processed correctly and submitted on time	100%	100%	100%	100%	100%
Legislative:					
3. Percent of agenda packets prepared and distributed four days before Council meeting	100%	100%	100%	100%	100%
4. Percent of agendas and minutes posted at least 72 hours prior to a regular Council meeting	100%	100%	100%	100%	100%
5. Percent of minutes prepared for City Council meeting without errors of fact	100%	100%	100%	100%	100%
6. Percent of resolutions and ordinances processed within five days after a Council meeting is held	>90%	100%	>90%	96%	>90%
7. Percent of Council agenda staff reports processed within five days after a Council meeting is held	>90%	100%	>90%	97%	>90%
8. Percent of legal hearing notices prepared, noticed and mailed within legal deadlines	100%	100%	100%	100%	100%

CITY CLERK'S OFFICE
DEPARTMENT SUMMARY

	2001-02 Target	2001-02 Actual	2002-03 Target	2002-03 Actual	2003-04 Target
Records Management:					
9. Percent of boxes of records deemed eligible for destruction which are destroyed	>90%	90%	>90%	0% ^(A)	>90%
10. Percent of agenda items uploaded to imaging system each agenda production week	100%	100%	100%	91% ^(B)	100%
11. Number of agreements documented and indexed	220	448	220	585 ^(C)	220
12. Percent of agreements/contracts retrieved within three days of request	100%	96% ^(D)	100%	100%	100%
13. Percent of records sent for recordation within 24 hours upon receipt of request from department	>90%	95%	>90%	98%	>90%
Administrative/Support to Council:					
14. Percent of Council service requests responded to within one hour	>95%	95%	>95%	98%	>95%

^(A) There are 250 boxes identified for destruction. A new process is in place that requires department approval before destruction. All 250 boxes are waiting approval. This measure will be revised next fiscal year to reflect the change in process.

^(B) Below target due to downtime of CitySeek system.

^(C) There were an unusually high number of documents this fiscal year due to a backlog of documents caused by a staff vacancy in the prior fiscal year.

^(D) One request took longer than three days due to incomplete information.

AMS/BUD
LHP-402-02^

**CITY CLERK'S OFFICE
DEPARTMENT SUMMARY**

<u>POSITIONS</u>	<u>2001-02 ADJUSTED</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
City Clerk	1	1	1
Deputy City Clerk	1	1	1
Secretary	1	1	1
Office Assistant III	1	1	1
Office Assistant I/II	1.50	1.50	0 *
Total Permanent	5.50	5.50	4
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	5.50	5.50	4

* Eliminated 1.5 Office Assistant I/II positions.

<u>EXPENDITURE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries Wages and Benefits	\$ 361,079	428,880	343,180
Supplies and Other Services	100,093	115,035	48,126
Capital Outlay	12,996	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 474,168	543,915	391,306

<u>FUNDING SOURCES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
General Operating Fund	\$ 474,168	488,196	391,306
General Fund Reserve	0	55,719	0
TOTAL FUNDING	\$ 474,168	543,915	391,306

<u>REVENUE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
General Service Charges	\$ 1,108	1,000	500
Miscellaneous Revenue	2,130	320	1,800
Interfund Revenue Transfers	54,660	0	0
TOTAL REVENUES	\$ 57,898	1,320	2,300

**CITY CLERK'S OFFICE
DEPARTMENT SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 265,879	336,033	275,815
Wages	46,752	18,000	17,000
Benefits	48,448	74,847	50,365
	<u>\$ 361,079</u>	<u>428,880</u>	<u>343,180</u>
<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 24,940	16,336 *1	13,336 *4
Maintenance and Operations	966	1,500	1,500
Utilities	291	600	300
Professional/Technical Svcs	61,033	23,780 *2	22,780
Other Expenses	12,863	72,819 *3	10,210 *5
	<u>\$ 100,093</u>	<u>115,035</u>	<u>48,126</u>

*1 Includes decreased funding of \$4,900 for supplies.

*2 Includes decreased funding of \$11,150 for technology efficiencies related to the records management program, microfilming and code supplement reproduction, and \$1,400 for temporary help.

*3 Includes decreased funding of \$6,500 for miscellaneous items such as training, conference and travel and gift given at the annual recognition dinner and includes one-time funding of \$55,700 for the general municipal election in November 2002.

*4 Includes decreased funding of \$3,500 for the newspaper courtesy agenda.

*5 Includes decreased fundings of \$3,000 for the Commissioners dinner, \$1,500 for Sister City gifts, and \$1,900 for training, conference and travel.

NOTES

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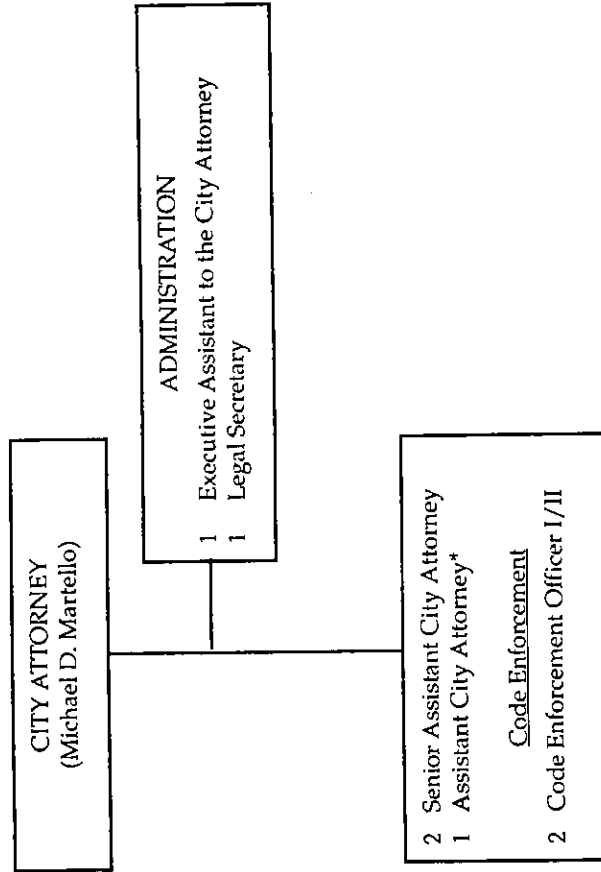
CITY ATTORNEY'S OFFICE

The Code Enforcement Section is under the direct supervision of the Senior Assistant City Attorney. The Code Enforcement Section is responsible for enforcing the City Code provisions relating to zoning, neighborhood preservation and vehicles on private property.

The City Attorney is appointed by the City Council as the Attorney for the City and legal advisor to the City Council. The City Attorney hires subordinate attorneys to assist in the discharge of assigned responsibilities. The City Attorney's Office defends and prosecutes or retains counsel to defend and prosecute all civil actions and proceedings to which the City is a party and prosecutes all criminal actions involving the City Code. The Office represents and advises the City Council, boards, commissions, departments and all City officials in matters of law related to the conduct of City business.

The City Attorney's Office drafts necessary legal documents, ordinances, resolutions, contracts, other documents pertaining to the City's business and handles claims against the City. The Office is also responsible for providing legal services in connection with the Shoreline Regional Park (North Bayshore) Community, Downtown Parking District and Downtown Revitalization Authority.

CITY ATTORNEY'S OFFICE



FISCAL YEAR 2003-04 POSITION TOTALS: 8.0 Full-Time

*Unfunded .33 Assistant City Attorney position for Fiscal Year 2003-04

**CITY ATTORNEY'S OFFICE
DEPARTMENT SUMMARY**

DEPARTMENT MANAGER-CITY ATTORNEY

DEPARTMENT MISSION STATEMENT

To provide legal services and counsel to the City Council, boards and commissions; and participate as a member of the management team in support of City departments.

DEPARTMENT FUNCTIONS

- Prosecute and defend legal proceedings involving the City. (M 1, 2, 3)
- Coordinate and monitor outside legal service providers retained to represent the City in its ongoing operations. (M 1, 2)
- Represent and advise City officials and City staff in legal matters.
- Draft and/or review ordinances, resolutions, contracts and other legal documents. (M 4, 5, 6)
- Supervise and administer the Code Enforcement Division, including prosecution of City Code violations. (M 7)
- Process and trade claims filed against the City.

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Implement Administrative Remedies Ordinance.
- Revise code provisions relating to Animal Control.
- Assist Community Development Department in continuing to update zoning provisions of the Mountain View City Code.
- Continue periodic revisions of the Mountain View City Code relating to code enforcement and zoning and development of enforcement strategies.
- Prepare ground lease and additional transactional documents for manned senior day-care facility—Avenidas.
- Prepare agreements for Graham Reservoir project.
- Implement code enforcement database.
- Implement National Pollutant Discharge Elimination System (NPDES) permit requirements.

CITY ATTORNEY'S OFFICE
DEPARTMENT SUMMARY

MAJOR DEPARTMENT CHANGES

- General Operating Fund:

Code Enforcement (\$70,700)

Eliminates 1.0 Code Enforcement Secretary. The Code Enforcement Division was staffed by two Inspectors and one Secretary. The elimination of the Secretary position results in some decrease in service level responsiveness as the two Inspectors will need to absorb the work of the Secretary and/or restructure how the work is undertaken. However, this can be accomplished as a new code enforcement system comes on-line that will allow for greater administrative efficiencies. *Reduces some of the ability of staff to respond to code enforcement inquiries.*

Legal Contingency (\$30,000)

Creates a Legal Contingency Fund from the balance available in the City's Liability Fund and reduces legal services in the operating budget. The City Attorney's budget contained \$40,000 for legal services as needed to react to claims filed against the City during the course of the year. An additional \$15,000 was budgeted in other departments. As it cannot be known when or how many claims will be filed against the City, funds may or may not be used in any given year. This creates a centralized legal contingency budget ("one-time" funds), allowing a reduction in the operating expenditure budget of \$45,000 in a number of departments. *Eliminates funds in operating budget, improves control of legal costs and provides a limited contingency fund for use when needed. No service level impact.*

Miscellaneous Reductions (\$11,300)

Reduces legal assistance, books and professional memberships as well as training and travel budget. *Reduces flexibility but should not result in any significant service level impact.*

- Liability Self-Insurance Fund:

Legal Contingency \$30,000

Creates a Legal Contingency Fund from the balance available in the City's Liability Fund and reduces legal services in the operating budget. See above explanation.

CITY ATTORNEY'S OFFICE
DEPARTMENT SUMMARY

PERFORMANCE/WORKLOAD MEASURES

	2001-02 Target	2001-02 Actual	2002-03 Target	2002-03 Actual	2003-04 Target
City Attorney's Office:					
1. Total cost of legal services, in-house and outside counsel, as a percent of General Fund budget	<2%	0.38%	<2%	1.57%	<2%
2. Total cost of project-related legal services or specialty services (i.e., Revitalization) as a percent of individual budget	<0.5%	0%	<0.5%	0.49%	<0.5%
3. Percent of claims entered into the claim reporting system, reported to ACCEL and directed to appropriate departments for response within 5 working days of receipt of the claim. ^(A)	>90%	92%	>90%	94%	>90%
4. Percent of routine contracts reviewed within 10 working days	>85%	97%	>85%	97%	>85%
5. Percent of complex contracts reviewed within 20 working days	>80%	96%	>80%	98%	>80%
6. Percent of CC&Rs reviewed within 30 working days	>85%	85%	>85%	85%	>80%
7. Percent of code enforcement cases responded to within 5 working days of receipt of complaint or observation of violation.		New for FY 2002-03	>95%	100%	>95%

^(A) For Fiscal Year 2002-03, reporting time changed from 72 hours to 5 working days.

CSE/BUD
LHP-013-01^

**CITY ATTORNEY'S OFFICE
DEPARTMENT SUMMARY**

<u>POSITIONS</u>	<u>2001-02 ADJUSTED</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
City Attorney	1	1	1
Sr Assist City Attorney	2	2	2
Assistant City Attorney	1	1	1
Code Enforcement Officer I/II	2	2	2
Exec Asst to the City Attorney	1	1	1
Legal Secretary	1	1	1
Secretary	1	1	0
Total Permanent	9	9	8
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	9	9	8

*1 Unfunded .33 Assistant City Attorney position.

*2 Eliminated Secretary position.

<u>EXPENDITURE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries Wages and Benefits	\$ 977,103	1,067,267	1,022,792
Supplies and Other Services	70,247	107,950	96,690
Capital Outlay	3,375	0	0
Interfund Expenditures	1,468	4,200	4,400
TOTAL EXPENDITURES	\$ 1,052,193	1,179,417	1,123,882

<u>FUNDING SOURCES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
General Operating Fund	\$ 1,052,193	1,169,417	1,083,882
Shoreline Regional Park Community	0	10,000	10,000
Liability Self-Insurance	0	0	30,000
TOTAL FUNDING	\$ 1,052,193	1,179,417	1,123,882

<u>REVENUE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Fines and Forfeitures	\$ 0	0	15,000
General Service Charge	0	15,000	0
Miscellaneous Revenue	0	5,000	5,000
TOTAL REVENUES	\$ 0	20,000	20,000

**CITY ATTORNEY'S OFFICE
DEPARTMENT SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 812,634	909,451	865,351
Wages	26,898	0	0
Benefits	137,571	157,816	157,441
	<u>\$ 977,103</u>	<u>1,067,267</u>	<u>1,022,792</u>
<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 39,658	31,000 *1	28,500 *4
Maintenance and Operations	422	200	200
Utilities	4,231	5,850	5,850
Professional/Technical Svcs	13,379	55,400 *2	50,400 *4
Other Expenses	12,557	15,500 *3	11,740 *4
	<u>\$ 70,247</u>	<u>107,950</u>	<u>96,690</u>

*1 Includes decreased funding of \$5,000 for attorney's books.

*2 Includes decreased funding of \$12,000 for Code Enforcement professional services.

*3 Includes decreased funding of \$13,000 for miscellaneous items such as travel and Code Enforcement emergency abatement funds.

*4 Includes decreased funding \$11,300 for contract assistance and training, conference and travel.

NOTES

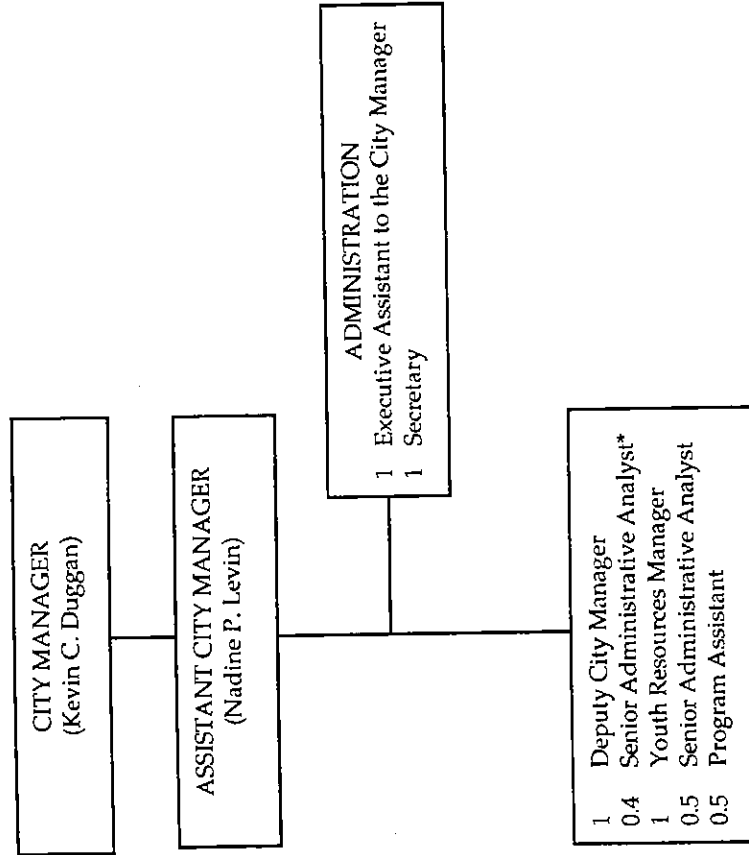
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CITY MANAGER'S OFFICE

The City Manager is appointed by the City Council. The City Manager's Office provides: professional leadership in the administration and execution of policies and objectives formulated by the City Council; effective management to the City organization; accurate information about City services and issues to the community through a public information program, including the community outreach program; and promotes the City's best interests in interactions with other levels of government.

City Administration responsibilities include: providing professional leadership in the administration and execution of policies and objectives formulated by the City Council; developing and presenting to the City Council solutions and strategies in response to community issues; and planning and executing programs to meet the current and future needs of the City of Mountain View.

CITY MANAGER'S OFFICE



FISCAL YEAR 2003-04 POSITION TOTALS: 6.4 Full-Time
1.0 Permanent Part-Time

*The other 0.6 of this position is located in the Police Department.

CITY MANAGER'S OFFICE DEPARTMENT SUMMARY

DEPARTMENT MANAGER-CITY MANAGER

DEPARTMENT MISSION STATEMENT

To support the City Council in the development and execution of their goals and policies and to provide leadership and guidance to City departments in the delivery of City services.

DEPARTMENT FUNCTIONS

- Manage coordination of Council meeting agenda preparation process.
- Develop and present to the City Council solutions and strategies in response to community issues. (M 1)
- Provide leadership to City departments in the execution of policies, objectives and programs adopted by the City Council. (M 2)
- Respond to all City Council and citizen inquiries received by the City Manager's Office in a timely manner. (M 3)
- Assist the City Council in its annual setting of major City goals and track departments' progress in achieving City-wide goals.
- Develop and submit an annual City budget to the City Council and support City Council revenue enhancement and efforts in long-term financial planning.
- Support the City Council's legislative advocacy. (M 4)
- Manage the City's Community Relations Program by providing information to the community through public forums, *The View*, government access programming, Automated Citizen Information Service (ACIS), the Community Outreach Program and City publications. (M 5)
- Provide staff support to the Human Relations Commission. (M 6)
- Provide City liaison to various community groups and nonprofit organizations. (M 7)
- Coordinate the City's environmental compliance issues. (M 8)

**CITY MANAGER'S OFFICE
DEPARTMENT SUMMARY**

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Continue to refine the role of the Youth Resources Manager, including responsibility for the development of collaborative relationships between youth services providers internal and external to the City organization.
- Coordinate management of Moffett Complex/NASA Ames issues, including:
 - NASA's implementation of its Ames Development Plan project.
 - Privatization and development of the Moffett Boulevard/Middlefield Road Federal property.
- In conjunction with the Employee Services Department, continue to refine the City's training/organizational development program.
- Coordinate updates to environmental management databases.
- Continue to work in collaboration with the Proposition 10 North County partnership during the implementation phase of new early childhood services/programs.
- Coordinate the City's participation in the Community Advisory Group (CAG) regarding Federal clean-up site contamination issues.
- Continue with Child-Care Center Implementation Plan (funding and operator search).
- Monitor and implement budget follow-up actions.

CITY MANAGER'S OFFICE
DEPARTMENT SUMMARY

MAJOR DEPARTMENT CHANGES

- General Operating Fund:

Analytical Support

(\$77,000)

- .60 Senior Administrative Analyst: (\$55,200)

Reduces the Senior Administrative Analyst from full-time to 40 percent time and will impact the timeliness and flexibility in preparing a variety of reports and analysis of issues, responding to City inquiries and legislative analysis and intergovernmental issue support. The priority for the position will be legislative responsiveness and analysis of issues. Some of the work performed by the Analyst will shift to other personnel in the office while other work will no longer be undertaken. *Reduces analytical capacity and responsiveness.*

- Student Intern: (\$19,800)/Hourly Wages (\$2,000)

Eliminates funding of the student intern and means less flexibility relative to responding to special projects, support to other staff and analytical assignments. In addition to the loss of the hourly wages for the intern position, the loss of hourly wages in the multi-language outreach program and funding for clerical assistance results in the outreach program relying on volunteers more and refocus some program activities. *Reduces flexibility to respond to special projects and increases reliance on volunteers for outreach program.*

Public Information Program

(\$45,100)

Reduces the publication of *The View* from four times a year to three times a year; reduces the length of the Annual Report from eight to four pages; reduces the publication frequency of the *City Circuit* (internal employee newsletter) to two issues a year (from four issues); reduces contract writing services for *The View* and Annual Report; eliminates contract writing services for the *City Circuit*; reduces the use of outside graphic design services; realignment of postage costs to other City departments/funds; and discontinues printing monthly Citygram forms and resident coupons for the annual July 4 concert at Shoreline Amphitheatre in the Mountain View Voice. *Reduces the amount of City information provided to staff and the public. Will have a significant effect on staff time available for other projects and responsiveness as much of the workload for preparing The View, Annual Report and City Circuit is shifted to internal City Manager's Office staff.*

Miscellaneous Reductions

(\$22,500)

Reduces budget for training, conferences and travel; supplies and materials; memberships; and contingency funding for unplanned needs. *Reduces training and professional development opportunities. Funding may be requested if needed for contingency purposes.*

**CITY MANAGER'S OFFICE
DEPARTMENT SUMMARY**

Outside Assistance—Ames/Moffett issues; Environmental Compliance/Management/Multicultural Training (\$20,000)

Reduces outside assistance for the performance measurement program (\$10,000), Ames/Moffett issues (\$5,000), multicultural training for community outreach staff (\$3,000) and environmental compliance/management (\$2,000). *Decreases expertise and experience in responding to some issues. Greater reliance on staff to perform work may impact timeliness of other services.*

Human Relations Commission (\$5,000)

Reduces funding for team-building, conference attendance and an event related to diversity. *Impacts the Commission's activities in the noted areas.*

- General Fund Reserve:

Service Cost Recovery Analysis (one-time expenditure) \$40,000

Provides one-time funding to prepare a service cost recovery analysis. Allows the City to more fully recover cost for certain services provided.

Various Consulting Assistance (one-time expenditure) \$7,500

Provides one-time funding for items eliminated from the operating budget, but will not be needed on an ongoing basis. This includes consulting services for the Ames/Moffett issues and Workforce Housing. *Provides resources to assist the City with various priority issues.*

- Cable Television Fund:

Mountain View Community Television (KMVT) Funding (\$378,000)

The City is restructuring the contract between the City and KMVT. A greater portion of the cable television franchise fee revenues will be retained by the City to pay for direct City services instead of being paid to KMVT to fund its public access operations.

**CITY MANAGER'S OFFICE
DEPARTMENT SUMMARY**

PERFORMANCE/WORKLOAD MEASURES

	2001-02 Target	2001-02 Actual	2002-03 Target	2002-03 Actual	2003-04 Target
City Manager's Office:					
1. Percent of time an action or decision (on a New Business item prepared by the City Manager's Office) can be made or taken when an item is first brought to Council	>95%	100%	>95%	89% ^(A)	>95%
2. Percent of City Manager's Office cost as a percent of the General Fund operating budget	<2%	1.46%	<2%	1.6%	<2%
3. Percent of written inquiries received by the City Manager's Office via Citygram that are responded to within 10 days	>95%	92% ^(B)	>95%	92% ^(C)	>95%
4. Number of communications regarding the City's position on legislation or legislative issues made annually to the State Legislature, Congress and other branches of government	20	17	20	17	15
5. Percent of Community Outreach Program information requests that are responded to within 10 days	>95%	100%	>95%	95%	>95%
6. Percent of time an action or a decision can be made on an agenda item by the Human Relations Commission and subcommittees	>95%	100%	>95%	100%	>95%
7. Number of community group and nonprofit organization meetings attended by City Manager's Office staff	50	81	50	88	40
8. Percent of time comments submitted within public comment period on environmental reports, regulations, legislation or report reviewed by City Manager's Office (necessity of commenting determined on a case-by-case basis)	>90%	100%	>90%	100%	100%

^(A) To date, eight of the nine New Business items have been acted on the first time they were presented to Council.

^(B) One Citygram responded to 12 days after receipt because the staff person responsible was on vacation.

^(C) To date, 23 of the 25 Citygrams received have been responded to within the target 10-day period.

LF/BUD/LHP-601-01^

**CITY MANAGER'S OFFICE
DEPARTMENT SUMMARY**

POSITIONS	2001-02 ADJUSTED	2002-03 ADOPTED	2003-04 ADOPTED
City Manager	1	1	1
Assistant City Manager	1	1	1
Deputy City Manager	1	1	1
Assistant to the City Manager	1	1 *1	0 *3
Community Relations Manager	1	0 *2	0
Youth Resources Manager	1	1	1
Web Site Coordinator	1	1	0 *4
Senior Administrative Analyst	0.50	0.50	0.90 *3
Program Assistant	0.50	0.50	0.50
Exec Asst to the City Manager	1	1	1
Secretary	1	1	1
Total Permanent	10	9	7.40
Total Part-Time Hourly	0.48	0.48	0 *5
TOTAL POSITIONS	10.48	9.48	7.40

*1 Budgeted at Senior Administrative Analyst Level for Fiscal Year 2002-03.

*2 Eliminated the Community Relations Manager position.

*3 Reclassified the Assistant to the City Manager position to Senior Administrative Analyst and eliminated .60 of the position.

*4 Transferred the Web Site Coordinator to the Finance and Administrative Services Department.

*5 Eliminated hours.

EXPENDITURE SUMMARY	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
Salaries Wages and Benefits	\$ 952,204	1,175,084	1,009,378
Supplies and Other Services	792,651	800,370	230,873
Capital Outlay	50,736	2,900	0
Interfund Expenditures	191,932	265,000	503,000
TOTAL EXPENDITURES	\$ 1,987,523	2,243,354	1,743,251

FUNDING SOURCES	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
General Operating Fund	\$ 1,050,921	1,311,324	1,040,586
General Fund Reserve	0	94,432	47,500
Cable Television	763,068	758,000	573,000
Shoreline Regional Park Community	173,534	79,598	82,165
TOTAL FUNDING	\$ 1,987,523	2,243,354	1,743,251

**CITY MANAGER'S OFFICE
DEPARTMENT SUMMARY**

<u>REVENUE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Franchise Fees	\$ 639,773	640,000	500,000
Miscellaneous Revenue	73,000	73,000	73,000
Interfund Revenue Transfers	101,720	0	0
TOTAL REVENUES	\$ 814,493	713,000	573,000

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 758,287	950,114	830,228
Wages	53,970	35,900	15,000
Benefits	139,947	189,070	164,150
	\$ 952,204	1,175,084	1,009,378

<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 81,324	40,698	26,498
Maintenance and Operations	9,052	2,179	2,179
Utilities	5,277	960	960
Professional/Technical Svcs	640,750	584,266 *1	136,636 *3
Other Expenses	56,248	172,267 *2	64,600 *4
	\$ 792,651	800,370	230,873 *5

*1 Includes increased funding of \$111,930 for cable public access (offset by increased cable franchise revenue) and decreased fundings of \$15,000 for the performance measurement program and \$7,500 for Ames/Moffett Assistance.

*2 Includes decreased fundings of \$96,250 for the Inet lease and \$14,200 for miscellaneous items such as training, conference and travel. Includes increased funding of \$20,000 for miscellaneous cable maintenance and replacement. Includes one-time fundings of \$10,000 for web site consulting services and rebudgeting the balance of Centennial Event funding of \$84,500.

*3 Includes decreased funding of \$378,000 for Mountain View Community Television (KMVT) funding.

*4 Includes one-time fundings of \$7,500 for various consulting assistance and \$40,000 for service cost recovery analysis.

*5 Includes decreased fundings of \$45,100 for the Public Information Program, \$22,500 for miscellaneous (such as materials and supplies; training, conference and travel; memberships), \$20,000 for outside assistance relating to Ames/Moffett issues, environmental compliance, performance measure management and multicultural training, and \$5,000 for the Human Relations Commission team building.

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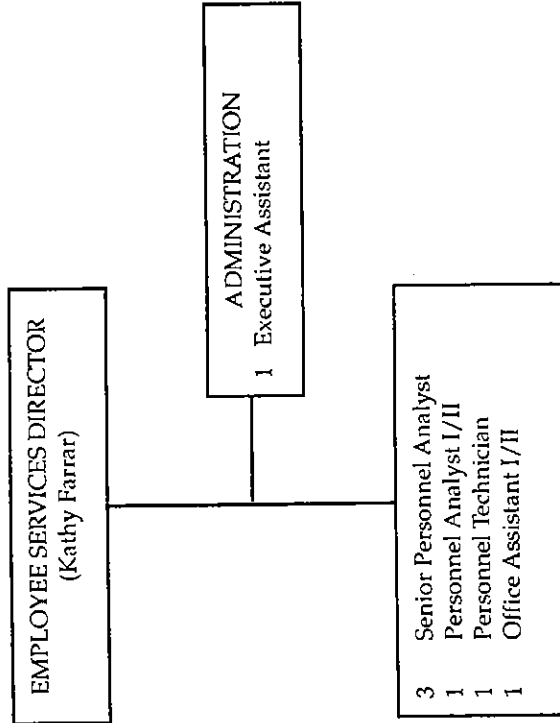
EMPLOYEE SERVICES DEPARTMENT

The Employee Services Department strives to provide the highest quality of service to City departments, employees and prospective employees.

This Department recruits, selects and places personnel; conducts labor relations, equal employment opportunity and employment development activities; coordinates organizational development efforts including new employee orientation and training programs; administers the City's compensation and benefits program; and conducts special studies and new programs in order to improve the quality of service to employees and the public.

The City strives to hire and retain excellent employees throughout the organization. To do this, the Department recruits the best people it can find and monitors the City's salary and benefits plan for competitiveness. The City values its employees and provides numerous mechanisms to encourage professional growth. The City provides the necessary on-the-job training and designs and implements supervisory and other management training programs for recently promoted employees, as well as existing employees.

EMPLOYEE SERVICES DEPARTMENT



FISCAL YEAR 2003-04 POSITION TOTALS: 8.0 Full-Time

EMPLOYEE SERVICES DEPARTMENT SUMMARY

DEPARTMENT MANAGER-EMPLOYEE SERVICES DIRECTOR

DEPARTMENT MISSION STATEMENT

To attract and retain the most appropriately qualified employees.

DEPARTMENT FUNCTIONS

- Develop and maintain infrastructure for administering effective personnel/employee relation functions. (M 2, 3, 4)
- Manage and coordinate the City's grievance and appeals process and assist departments with all disciplinary actions.
- Manage and maintain positive labor relations with represented employee groups through negotiations and administration of Memorandums of Understanding. (M 4, 7)
- Fill vacant positions as quickly and cost effectively as possible while adhering to equal employment principles. (M 2, 6, 7)
- Plan and conduct training for employees in personnel-related issues and for supervisors/managers to improve their supervisory skills.
- Evaluate and update the City's classification plan through periodic salary surveys, classification/reclassification studies and implement changes to the City's compensation plan as needed. (M 5)
- Manage and administer the City's employee benefits.
- Orient all new employees to the City and conduct interviews with all employees who separate from City service. (M 8)
- Coordinate the review of compensation for unrepresented employees.

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Manage the City-wide Organization Development Committee to identify, manage and improve organizational culture.
- Administer a comprehensive training program for lead, supervisory and management employees, including customer service training.
- Coordinate the development and implementation of work force succession initiatives.
- In conjunction with Finance and Administrative Services Department, implement Phase II of the new HR/Payroll system.

EMPLOYEE SERVICES DEPARTMENT SUMMARY

- Implement changes to the City's retirees health plan program and prepare and distribute a comprehensive brochure setting forth the program.
- Conduct special training in drug and alcohol abuse, sexual harassment and other training as necessary.
- Negotiate a labor agreement with Service Employees International Union (SEIU), Local 715.
- Evaluate and implement changes to the City's policies and procedures, including employer-employee relations ordinance, family medical leave and employment of hourly/temporary employees.
- Evaluate new performance evaluation/merit systems, including bonus plans.
- Review City policies relating to unfair labor practices mandated by legislation to be resolved through the Labor Relations Board.

MAJOR DEPARTMENT CHANGES

- General Operating Fund:

Organization-Wide Training Program (\$40,000)

Reduces budget for the organization-wide training program from \$81,000 to \$41,000. *Reduces the variety and frequency of organization-wide training and employee development programs.*

Employee Benefit Programs (\$12,500)

Reduces funds available for ADA and DOT compliance and conference expenses (\$7,500) and reduces the City's contribution to the Mountain View Employees Association by coordinating events for employees (\$5,000). *Reduces flexibility in provision of certain benefits/activities for City employees.*

Recruitment Activity (\$18,000)

Reduces various expenses for advertising, preemployment physicals and exams related to recruitments. Also includes reduced funding for reclassification reviews. *Reduces funds available for reclassification reviews and recruitment activity. No significant impact anticipated as hiring freeze is expected to continue.*

Labor Relations (\$10,000)

Reduces funds for employee discipline appeals and issues. *Reduces capacity to respond to more than minimal demands in this area.*

Miscellaneous Reductions (\$5,500)

Reduces budget for overtime, temporary assistance, office supplies and training and travel. *Reduces overall flexibility in these areas.*

EMPLOYEE SERVICES DEPARTMENT SUMMARY

- General Fund Reserve:

Public Safety Recruiting and Assessments (one-time expenditure) \$35,600

Provides one-time funding for the recruiting and assessment of public safety personnel. There are a number of vacancies that are anticipated due to retirement of Police and Fire personnel. Additional one-time funds are requested in the Fire and Police Departments for Officer recruitment-related activities. *Maintains desired level of recruiting services.*

- Workers' Compensation Self-Insurance Fund:

Employee Benefit Programs (\$6,000)

Eliminates wellness program.

- Employee Benefits Self-Insurance Fund:

Employee Benefit Programs (\$2,000)

Reduces funding for the safety glasses program.

EMPLOYEE SERVICES DEPARTMENT SUMMARY

PERFORMANCE/WORKLOAD MEASURES

	2001-02 Target	2001-02 Actual	2002-03 Target	2002-03 Actual	2003-04 Target
Employee Services Department:					
1. Percent grievances resolved prior to reaching the formal Appeals Board	>90%	67% ^(A)	>90%	75% ^(B)	Discontinued
2. Average number of days to complete competitive recruiting and exam process from date of job posting of position	<80	44 ^(C)	<80	54 ^(C)	<80
3. Percent of newly hired employees completing probationary period	>98%	90% ^(D)	>98%	91% ^(E)	>95%
4. Employee turnover rate	<10%	5.75%	<10%	6%	<10%
5. Percent of classification reviews analyzed within 90 days of request	>90%	85% ^(F)	>90%	86% ^(G)	>85%
6. Cost per job placement	<\$3,000	\$4,739 ^(H)	<\$3,000	\$3,970 ^(H)	<\$3,500
7. Percent of recruitments/vacant positions filled by existing personnel (excludes promoting within positions classified as I/II)	>30%	30%	>30%	43%	>30%
8. Percent of new employee orientations conducted within 7 days of hire	>98%	98%	>98%	100%	>98%

^(A) There have been three grievances, of which one was heard by the appeals board.

^(B) Four grievances to date, one of which is being scheduled for an Appeals Board.

^(C) Number of days decreased as a result of the hiring freeze implemented in response to budgetary concerns.

^(D) Sixteen nonsafety employees released during their 12-month probationary period.

^(E) There were 11 out of 92 employees who did not complete the probationary period.

^(F) Low due to time taken to collect additional data and correct the consultant's calculation of salary data requiring additional levels of internal review.

^(G) To date, six of seven requests were reviewed within 90 days.

^(H) Cost per job placement includes personnel costs which remain constant throughout the year. The number of recruitments was lower than prior years due to the hiring freeze in effect.

KF/BUD
LHP-031-01^

**EMPLOYEE SERVICES
DEPARTMENT SUMMARY**

<u>POSITIONS</u>	<u>2001-02 ADJUSTED</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Employee Services Director	1	1	1
Senior Personnel Analyst	3	3	3
Personnel Analyst I/II	1.50	1.50 *1	1 *1
Personnel Technician	1	1	1
Executive Assistant	1	1	1
Office Assistant I/II	1	1	1
Total Permanent	<u>8.50</u>	<u>8.50</u>	<u>8</u>
Total Part-Time Hourly	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL POSITIONS	<u>8.50</u>	<u>8.50</u>	<u>8</u>

*1 Unfunded permanent part-time .50 Personnel Analyst I/II position for FY 2002-03, and eliminated it in FY 2003-04.

<u>EXPENDITURE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries Wages and Benefits	\$ 747,524	831,379	847,397
Supplies and Other Services	313,492	397,175	316,275
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	<u>\$ 1,061,016</u>	<u>1,228,554</u>	<u>1,163,672</u>

<u>FUNDING SOURCES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
General Operating Fund	\$ 1,056,847	1,187,554	1,120,072
General Fund Reserve	0	25,000	35,600
Workers Compensation Insurance	0	6,000	0
Employee Benefits	4,169	10,000	8,000
TOTAL FUNDING	<u>\$ 1,061,016</u>	<u>1,228,554</u>	<u>1,163,672</u>

**EMPLOYEE SERVICES
DEPARTMENT SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 614,479	687,172	697,753
Wages	16,266	4,440	2,940
Benefits	116,779	139,767	146,704
	<u>\$ 747,524</u>	<u>831,379</u>	<u>847,397</u>
<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 35,842	26,400 *1	20,400
Maintenance and Operations	251	350	350
Utilities	225	0	0
Professional/Technical Svcs	128,981	211,300 *2	108,800 *4
Other Expenses	148,193	159,125 *3	186,725 *5
	<u>\$ 313,492</u>	<u>397,175</u>	<u>316,275 *6</u>

*1 Includes decreased fundings of \$5,000 for recruitment advertising and \$3,000 for general office supplies.

*2 Includes decreased fundings of \$11,500 for organizational development, \$10,000 for labor relations and \$5,000 for pre-employment physicals.

*3 Includes decreased funding of \$5,100 for the employee association contribution.

*4 Includes decreased fundings of \$40,000 for organization-wide training program, \$15,500 for Employee Benefit Programs, \$18,000 for recruitment activity, and \$10,000 for labor relations.

*5 Includes one-time funding of \$35,600 for public safety recruiting and assessments.

*6 Includes decreased fundings of \$5,000 for employee benefits programs, and \$5,500 for miscellaneous reductions.

NOTES

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FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT

The Finance and Administrative Services Department is responsible for administration of the financial affairs and internal support activities of the City; provision of financial support services to all City departments and programs; management of the annual independent audit; and administration of the Information Services, Document Processing, Purchasing and Risk Management functions. The department also provides staff support to the Council Finance Committee, Investment Review Committee and the Council Technology Committee.

ADMINISTRATION

Administration is responsible for the management of the Finance and Administrative Services Department.

FINANCIAL MANAGEMENT DIVISION

The Financial Management Division consists of the Budget and Analysis, Treasury, Payroll and Revenue functions.

The Budget and Analysis Section provides analytical and informational support to the City Council and other City departments as needed. This section analyzes economic trends and forecasts revenues, expenditures and balances for the current year as well as future years. In addition, Budget and Analysis manages the budget system and produces the Narrative, Proposed and Adopted Budget documents.

The Treasury Section is responsible for cash flow and portfolio management, investment of City funds and monitoring of special assessment districts.

The Payroll Section processes timecards; payroll documents and biweekly payroll for all City employees; and prepares reports relating to retirement, insurance, deferred compensation and taxes.

The Revenue Section processes billing and collection for the City's water, wastewater and solid waste utilities; business licenses; and miscellaneous accounts receivable. All moneys due to, or collected by, other City departments are forwarded to this section for deposit and tracking in the City's financial system. In addition, this section is the Finance and Administrative Services Department's primary customer service contact point.

ACCOUNTING DIVISION

The Accounting Division manages and maintains the general accounting and financial records of the City. This division is also primarily responsible for the external audit of the City's financial records and preparation of the Comprehensive Annual Financial Report. The Accounts Payable function within the Accounting Division matches and reconciles all invoices, purchase requisitions, purchase orders, contracts and agreements prior to processing payments of City obligations.

ADMINISTRATIVE SERVICES DIVISION

The Administrative Services Division manages centralized information systems, support services and purchasing activities of the City.

The Information Services Section plans, maintains and manages the City's computerized information systems and communication networks. Services include systems analysis and design, project management, programming, computer operations, training, computer equipment maintenance, software selection, vendor management and web site development and support.

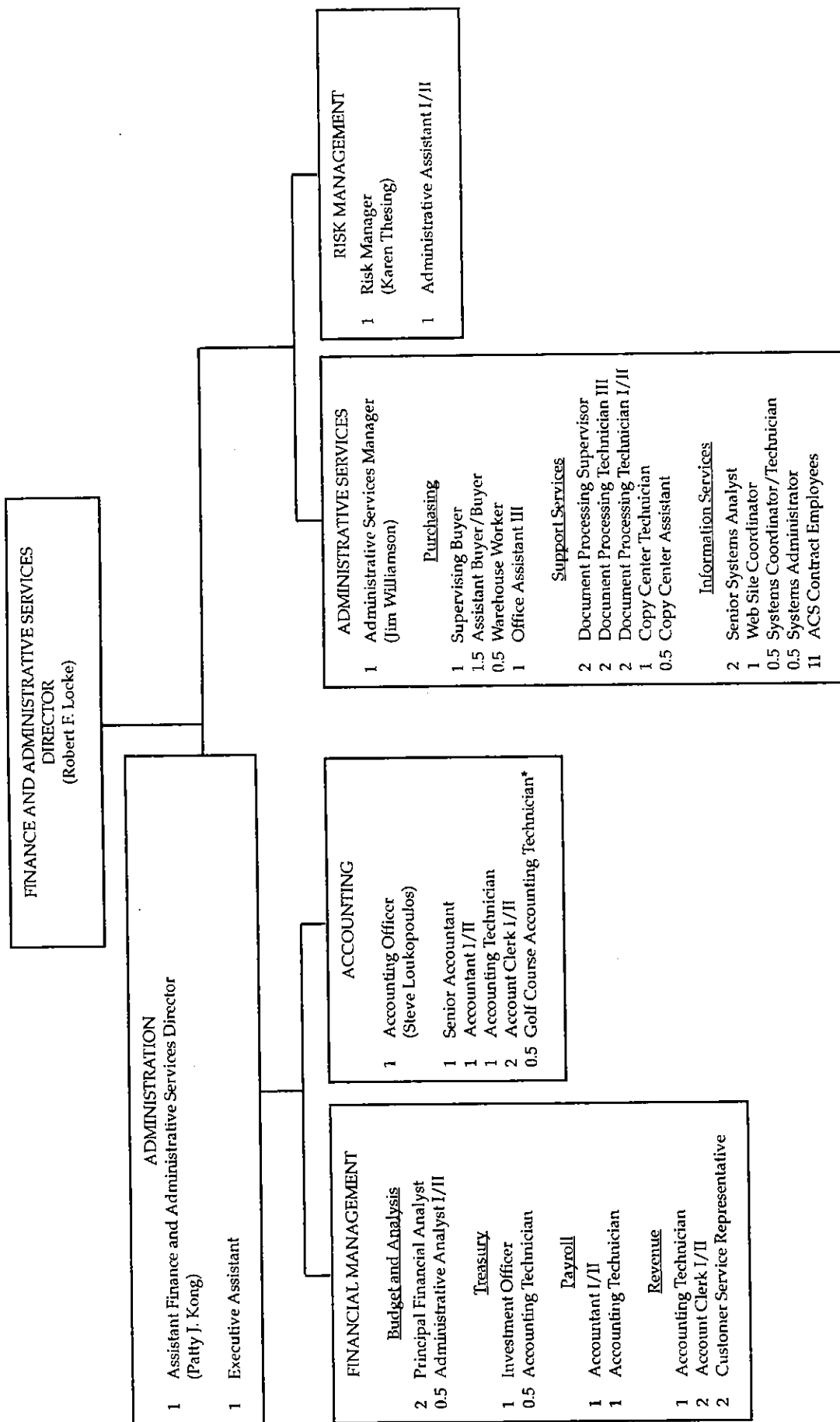
The Support Services Section provides document processing, graphic design, printing, document reproduction, telecommunications and other administrative services to City departments.

The Purchasing Section assures acquisition of price-competitive equipment, services and supplies for City departments. Other services include issuing requests for bid; vendor selection; equipment, supplies and mail delivery; warehousing of operating inventories; training; and sale of surplus equipment.

RISK MANAGEMENT DIVISION

Risk Management is responsible for managing the City's loss control and risk reduction programs. The City's risk exposures are managed by acquiring insurance, requiring vendors to have insurance and assisting in the maintenance of a safe workplace. This program encompasses the City's comprehensive general liability; property; loss control; workers compensation; long-term disability; and unemployment programs, including the City's self-insurance reserves and excess catastrophic coverage. Risk Management is also responsible for State and OSHA reports and provides guidance to City departments in determining insurance requirements for contracts.

FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT



FISCAL YEAR 2003-04 POSITION TOTALS:

35.0	Full-Time
3.5	Permanent Part-Time
11.0	Contract

*Located in the Finance and Administrative Services Department but budgeted in the Community Services Department.

FINANCE AND ADMINISTRATIVE SERVICES

DEPARTMENT SUMMARY

DEPARTMENT MANAGER—FINANCE AND ADMINISTRATIVE SERVICES

DIRECTOR

DEPARTMENT MISSION STATEMENT

To support the planning and management of the City's fiscal affairs and to provide internal administrative services to all City departments.

DEPARTMENT FUNCTIONS

- Plan, monitor and report in a timely and accurate manner the City's financial and budgetary position; provide financial analysis and recommendations on major issues facing the City. (M 1)
- Manage the City budget process and produce the annual City budget.
- Manage investment of City funds with the objectives of meeting cash flow requirements and minimizing risk while earning market rates of return. (M 2)
- Manage the City's debt obligations, including special assessment debt; monitor and manage the City's credit rating; recommend and supervise issuance of new debt as appropriate.
- Provide timely, accurate and cost-efficient payroll processing. (M 3, 4, 5)
- Process and collect charges for utility and miscellaneous services, providing a high level of accuracy and customer service to residents and businesses. (M 6, 7)
- Manage the City's centralized financial and budgetary control systems, delivering accurate and timely processing of financial transactions and on-time information. (M 8, 9, 11)
- Assist with the City's annual independent audit; and prepare the Comprehensive Annual Financial Report, required State reports and other reports as necessary.
- Provide centralized purchasing services and sale of surplus equipment. (M 12, 13)
- Manage and support the planning, development, operation and enhancement of information systems, providing a reliable City-wide network, electronic mail, public access, City Internet web site, microcomputer support and technical support of computer applications in City departments. (M 14, 15)
- Provide centralized document processing, document reproduction and voice mail services. (M 16, 17)
- Manage the City's comprehensive general liability, property, loss control, Workers' Compensation, long-term disability and unemployment insurance programs, including self-insurance programs and excess insurance for catastrophic loss coverage. (M 18, 19, 20)

FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT SUMMARY

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Coordinate and manage preparation of Fiscal Year 2003-04 City Operating Budget.
- Complete financing plan for the California/Bryant Parking Structure, including issuance of long-term debt.
- Complete implementation of financing plan for water system storage capacity expansion and other improvements by issuing debt as appropriate.
- Closely monitor and report on developments at the State and local level affecting City finances and the status of revenue collections during the fiscal year, and implement any follow-up actions necessary.
- In conjunction with the Employee Services Department, implement Phase II of the new HR/Payroll system.
- Manage adjustments to department operations in response to budget reductions.
- Complete the Shoreline Community long-term financial plan and service agreement between the City of Mountain View and the Shoreline Regional Park Community.
- Install replacement document imaging system providing easier public access to City documents with enhanced Internet functionality.

PERFORMANCE/WORKLOAD MEASURES

	2001-02 Target	2001-02 Actual	2002-03 Target	2002-03 Actual	2003-04 Target
Financial Management:					
1. Accuracy of final budget numbers—percent of budget corrections needed due to error	<2%	1.5%	<2%	1.2%	<2%
2. Percent of time portfolio's market risk target (modified duration) is within:					
— 3 percent of the benchmark (policy requires 25 percent of time within 3 percent)	>50%	83% ^(A)	>50%	75%	>50%
— 15 percent of the benchmark (policy requires 100 percent of time within 15 percent)				New for FY 2003-04	100%
3. Cost per payroll check issued (cost of payroll operation to total paychecks issued)	<\$11.00	\$10.92	<\$11.00	\$9.28	<\$11.00
4. Percent of reissued payroll checks versus total issued	<2%	0.5%	<2%	0.27%	<2%
5. Payroll checks issued	20,000	22,067	20,000	21,867	20,000
6. Percent utility bills processed and mailed seven days from last meter reading date	>95%	100%	>95%	100%	>95%

FINANCE AND ADMINISTRATIVE SERVICES

DEPARTMENT SUMMARY

	2001-02 Target	2001-02 Actual	2002-03 Target	2002-03 Actual	2003-04 Target
7. Percent of utility accounts and accounts receivable written off as a percent of total receivables	<3%	0.02%	<3%	0.13%	<3%
Accounting:					
8. Percent of correcting accounting entries to total accounting entries	<20%	13.91%	<20%	13%	<20%
9. Percent of month-end closes completed within 10 working days (target assumes July and June will not close within 10 working days due to year-end workload)	>83%	83%	>83%	83%	>83%
10. Cost per vendor check issued	<\$17.75	\$18.40	<\$20.00 ^(B)	\$20.57 ^(C)	Discontinued (See M 11)
11. Cost of Accounts Payable processing as a percent of total dollars spent				New for FY 2003-04	<1%
Administrative Services:					
12. Cost of procurement services as a percent of total dollars spent	<4%	3.4%	<4%	3.1%	<4%
13. Percent of time purchase orders issued timely	>75%	89%	>75%	86%	>75%
14. Cost of information services as a percent of total City department expenditures	<3%	2%	<3%	1.9%	<3%
15. Percent of time network is up	>98%	99%	>98%	99%	>98%
16. Percent of time Document Processing documents are completed timely	>90%	100%	>90%	99%	>90%
17. Percent of time Copy Center documents are completed timely	>90%	99%	>90%	99%	>90%
Risk Management:					
18. Percent of Workers' Compensation program costs to total payroll	<5%	2.24%	<5%	3.03%	<5%
19. Percent of hours lost to occupational injury compared to total hours worked	<1.5%	0.87%	<1.5%	0.76%	<1.5%
20. Percent of dollars recovered compared to expenditures paid to repair damage due to third-party vehicle accidents	100%	100%	100%	100%	100%

^(A) In April and May, the City's portfolio duration was within 5 percent of benchmark.

^(B) Target increased due to increased usage in purchasing cards resulting in fewer checks being issued. Department will review this measure during the next fiscal year.

^(C) Number of checks issued declined at a greater-than-anticipated rate due to economic conditions and spending controls.

**FINANCE AND ADMINISTRATIVE SERVICES
DEPARTMENT SUMMARY**

POSITIONS	2001-02 ADJUSTED	2002-03 ADOPTED	2003-04 ADOPTED
Finance and Administrative Svcs Director	1	1	1
Assistant Finance and Admin Svcs Director	1	1	1
Administrative Services Manager	1	1	1
Risk Manager	1	1	1
Accounting Officer	1	1	1
Principal Financial Analyst	2	2	2
Investment Officer	1	1	1
Revenue Manager	1	1	0 *4
Senior Systems Analyst	2	2	2
Senior Accountant	1	1	1
Web Site Coordinator	0	0	1 *5
Administrative Analyst I/II	1.50	1.50	1.50
Accountant I/II	2	2	2
Supervising Buyer	1	1	1
Document Processing Supervisor	2	2	2
Assistant Buyer/Buyer	1.50	1.50	1.50
Systems Coordinator/Technician	0.50	0.50	0.50
Systems Administrator	0.50	0.50	0.50
Program Assistant	1	1 *2	0 *2
Accounting Technician	4	4	3.50 *4
Account Clerk I/II	4	4	4
Document Processing Technician III	2	2	2
Document Processing Technician I/II	3	2 *3	2
Warehouse Worker	0.50	0.50	0.50
Executive Assistant	1	1	1
Copy Center Technician	1	1	1
Copy Center Assistant	0.50	0.50	0.50
Customer Service Representative	2	2	2
Office Assistant III	1	1	1
Total Permanent	41	40	38.50
Total Part-Time Hourly	0.29	0.29	0.29
TOTAL POSITIONS	41.29 *1	40.29 *1	38.79 *6

*1 In addition, there are thirteen positions provided by contract.

*2 Unfunded .50 Program Assistant position for FY 2002-03 and eliminated entire position in FY 2003-04.

*3 Eliminated one Document Processing Technician I/II position.

*4 Eliminated the Revenue Manager position and .50 of an Accounting Technician position.

*5 Transferred the Web Site Coordinator position from the City Manager's Office.

*6 In addition, there are eleven positions provided by contract.

**FINANCE AND ADMINISTRATIVE SERVICES
DEPARTMENT SUMMARY**

<u>DEPARTMENT PROGRAMS</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Finance and Admin. Services Admin.	\$ 825,766	892,069	893,731
Financial Management	1,117,253	1,281,744	1,113,204
Accounting	483,873	517,422	535,192
Administrative Services	3,693,517	3,860,725	3,684,375
Risk Management	2,385,898	3,100,235	3,345,967
	<u>\$ 8,506,307</u>	<u>9,652,195</u>	<u>9,572,469</u>
<u>EXPENDITURE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries Wages and Benefits	\$ 3,372,362	3,804,998	3,728,654
Supplies and Other Services	5,116,422	5,787,297	5,825,215
Capital Outlay	5,365	42,000	0
Interfund Expenditures	12,158	17,900	18,600
TOTAL EXPENDITURES	<u>\$ 8,506,307</u>	<u>9,652,195</u>	<u>9,572,469</u>
<u>FUNDING SOURCES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
General Operating Fund	\$ 6,191,297	6,673,663	6,151,202
General Fund Reserve	0	0	20,000
Water	110,451	124,862	290,467
Workers Compensation Insurance	1,444,996	1,768,080	1,658,000
Unemployment Self-Insurance	21,385	67,250	67,250
Liability Self-Insurance	738,178	1,018,340	1,385,550
TOTAL FUNDING	<u>\$ 8,506,307</u>	<u>9,652,195</u>	<u>9,572,469</u>
<u>REVENUE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Miscellaneous Revenue	\$ 87,858	5,000	5,000
Interfund Revenue Transfers	80,217	77,902	0
TOTAL REVENUES	<u>\$ 168,075</u>	<u>82,902</u>	<u>5,000</u>

FINANCE AND ADMINISTRATIVE SERVICES—ADMINISTRATION

PROGRAM SUMMARY

PROGRAM MANAGER—FINANCE AND ADMINISTRATIVE SERVICES DIRECTOR

PROGRAM MISSION STATEMENT

To plan, manage and direct the operations of the Finance and Administrative Services Department.

PROGRAM FUNCTIONS

- Plan, monitor and report in a timely and accurate manner the City's financial and budgetary position; provide financial analysis and recommendations on major issues facing the City.
- Manage the provision of centralized financial and administrative services and establish the goals, objectives and priorities of the department consistent with those of the City Council and City Manager.
- Provide analytical support and long-range financial planning to the City Council, City Manager's Office and other departments.
- Recommend and oversee administration of City financial policies.
- Direct the City's revenue and lessee audit program and resolution of audit findings.
- Represent City interests to rating agencies, financial service providers and other outside parties.
- Oversee the City's portfolio management program, assuring policy compliance in all aspects.
- Provide leadership in the continuous effort to improve the quality of services provided by the department.
- Represent the department and coordinate inter- and intradepartment communications and projects.
- Oversee the development, operation and provision of information systems in a manner consistent with the City's goals and priorities.
- Coordinate with outside auditors performing independent audits of financial transactions.

FINANCE AND ADMINISTRATIVE SERVICES—ADMINISTRATION

PROGRAM SUMMARY

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Coordinate and manage preparation of Fiscal Year 2003-04 City Operating Budget.
- Complete financing plan for the California/Bryant Parking Structure, including issuance of long-term debt.
- Complete implementation of financing plan for water system storage capacity expansion and other improvements by issuing debt as appropriate.
- Closely monitor and report on developments at the State and local level affecting City finances and the status of revenue collections during the fiscal year, and implement any follow-up actions necessary.
- In conjunction with the Employee Services Department, implement Phase II of the new HR/Payroll system.
- Manage adjustments to department operations in response to budget reductions.
- Complete the Shoreline Community long-term financial plan and service agreement between the City of Mountain View and the Shoreline Regional Park Community.
- Participate in the evaluation and review of hotel/conference proposals for the Charleston East site.

MAJOR PROGRAM CHANGES

- General Operating Fund:

Contribution for Pop Warner Cheerleaders (\$5,000)

Eliminates contribution to Mountain View Pop Warner for travel expenses to National Championship. *Eliminates funding to organization for travel expenses.*

Miscellaneous Increase \$1,900

Provides for a cost-of-living increase for the City membership in the Community Health Awareness Council (CHAC). *Maintains desired level of service.*

SN/BUD
LHP-541-02^

**FINANCE AND ADMINISTRATIVE SERVICES - ADMINISTRATION
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2001-02 ADJUSTED</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Finance and Administrative Svcs Director	1	1	1
Assistant Finance and Admin Svcs Director	1	1	1
Executive Assistant	1	1	1
Total Permanent	3	3	3
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	3	3	3

<u>EXPENDITURE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries Wages and Benefits	\$ 426,712	457,009	461,771
Supplies and Other Services	399,054	435,060	431,960
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 825,766	892,069	893,731

<u>REVENUE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Miscellaneous Revenue	\$ 243	0	0
Interfund Revenue Transfers	4,777	0	0
TOTAL REVENUES	\$ 5,020	0	0

**FINANCE AND ADMINISTRATIVE SERVICES - ADMINISTRATION
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 371,748	395,639	395,592
Wages	498	0	0
Benefits	54,466	61,370	66,179
	<u>\$ 426,712</u>	<u>457,009</u>	<u>461,771</u>
<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 20,055	20,270	20,270
Maintenance and Operations	0	0	0
Utilities	145	1,200	1,200
Professional/Technical Svcs	95,218	116,300	116,300
Other Expenses	283,636	297,290	294,190 *2
	<u>\$ 399,054</u>	<u>435,060 *1</u>	<u>431,960</u>

*1 Includes decreased funding of \$3,500 for miscellaneous maintenance, contracts, and training.

*2 Includes increased funding of \$1,900 for Community Health Awareness Council nonprofit agency and decreased funding of \$5,000 for contributions to Pop Warner cheerleaders.

FINANCE AND ADMINISTRATIVE SERVICES—FINANCIAL MANAGEMENT PROGRAM SUMMARY

PROGRAM MANAGER—ASSISTANT FINANCE AND ADMINISTRATIVE SERVICES DIRECTOR

PROGRAM MISSION STATEMENT

To provide financial analysis support; manage the City's financial resources; process timely and accurate payroll, utility billings and provide quality customer service.

PROGRAM FUNCTIONS

- Manage the City budget process and produce the annual City budget.
- Manage investment of City funds with the objectives of meeting cash flow requirements and minimizing risk while earning market rates of return.
- Manage the City's debt obligations, including special assessment debt; recommend and supervise issuance of new debt as appropriate.
- Provide timely, accurate and cost-efficient payroll processing.
- Process and collect charges for utility and miscellaneous services, providing a high level of accuracy and customer service to residents and businesses.
- Forecast, monitor and report financial trends and developments.
- Provide analytical support to other departments.
- Monitor and review fees for City services.
- Manage public counter, cashiering functions and the processing of all City revenues.
- Issue business licenses and administer the City's business license ordinance.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Prepare the Fiscal Year 2004-05 City Operating Budget.
- Implement Phase II of the new HR/Payroll system.
- Complete the California/Bryant downtown parking structure bond financing.

FINANCE AND ADMINISTRATIVE SERVICES—FINANCIAL MANAGEMENT PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Reorganization of Revenue and Treasury Operations (\$136,000)

- Eliminates the Revenue Manager position and consolidates the Revenue, Payroll and Treasury operations to be supervised by the Investment Officer/Senior Administrative Analyst. This proposal may require the reclassification of another position in the Revenue Section to provide continuous supervision of the revenue function. This is a common organizational structure in many agencies. *Increases the functions supervised by the Investment Officer and may diminish the department's capacity for analytical projects.*

- Eliminates .50 Accounting Technician which has been vacant for the past two years. This one-half position has been kept open until the implementation of the new Human Resources/Payroll system was completed as it was unknown if there would be an increase in workload for payroll staff. The system has been implemented, and it appears this one-half position can now be eliminated. *No service level impact anticipated.*

Professional Services (\$80,000)

Reduces outside professional services for banking and payroll services. With the implementation of the new Human Resources/Payroll in-house system, the fees previously paid for outside payroll processing can be eliminated. *No service level impact.*

- General Fund Reserve:

Cost Allocation/Overhead Plan (one-time expenditure) \$15,000

Provides one-time funding to update the City's overhead allocation plan. *Updates overhead charges between funds and for the fee schedule.*

SN/BUD
LHP-541-03^

**FINANCE AND ADMINISTRATIVE SERVICES - FINANCIAL MANAGEMENT
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2001-02 ADJUSTED</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Principal Financial Analyst	2	2	2
Investment Officer	1	1	1
Revenue Manager	1	1	0 *
Administrative Analyst I/II	0.50	0.50	0.50
Accountant I/II	1	1	1
Accounting Technician	3	3	2.50 *
Account Clerk I/II	2	2	2
Customer Service Representative	2	2	2
Total Permanent	12.50	12.50	11
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	12.50	12.50	11

* Eliminated the Revenue Manager position and .50 of an Accounting Technician position.

<u>EXPENDITURE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries Wages and Benefits	\$ 920,798	1,032,484	937,944
Supplies and Other Services	196,455	240,260	175,260
Capital Outlay	0	9,000	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 1,117,253	1,281,744	1,113,204

<u>REVENUE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Miscellaneous Revenue	\$ 14	0	0
Interfund Revenue Transfers	75,440	77,902	0
TOTAL REVENUES	\$ 75,454	77,902	0

**FINANCE AND ADMINISTRATIVE SERVICES - FINANCIAL MANAGEMENT
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 739,813	844,766	750,132
Wages	26,219	900	900
Benefits	154,766	186,818	186,912
	<u>\$ 920,798</u>	<u>1,032,484</u>	<u>937,944</u>
<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 63,150	67,220 *1	67,220
Maintenance and Operations	4,300	4,050	4,050
Utilities	0	0	0
Professional/Technical Svcs	124,428	161,412 *2	81,412 *3
Other Expenses	4,577	7,578 *1	22,578 *4
	<u>\$ 196,455</u>	<u>240,260</u>	<u>175,260</u>

*1 Includes decreased funding of \$3,900 for miscellaneous supplies and training.

*2 Includes decreased funding of \$56,300 for miscellaneous contract services including arbitrage services and hotel audit.

*3 Includes decreased funding of \$80,000 for professional services.

*4 Includes one-time funding of \$15,000 for the cost allocation/A-87 plan update.

NOTES

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FINANCE AND ADMINISTRATIVE SERVICES—ACCOUNTING PROGRAM SUMMARY

PROGRAM MANAGER—ACCOUNTING OFFICER

PROGRAM MISSION STATEMENT

To maintain the integrity and operations of the accounting system and related processes.

PROGRAM FUNCTIONS

- Manage the City's centralized financial and budgetary control systems, delivering accurate and timely processing of financial transactions and on-time information.
- Assist with the City's annual independent audit; and prepare the Comprehensive Annual Financial Report, required State reports and other reports as necessary.
- Process accounts payable and fixed asset information timely and accurately.
- Report in a timely and accurate manner City departments' financial position and provide training to departments to access and input information in the financial system.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Continue to improve on the preparation of the City's Comprehensive Annual Financial Report (CAFR) for Fiscal Year 2002-03 in compliance with new governmental accounting standards (GASB 34).
- Assist with the implementation of the web-based financial system upgrade and Phase II of the new HR/Payroll system.
- Continue the expansion of features and the training of departments on the City's financial system.

SN/BUD
LHP-541-04^

**FINANCE AND ADMINISTRATIVE SERVICES - ACCOUNTING
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2001-02 ADJUSTED</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Accounting Officer	1	1	1
Senior Accountant	1	1	1
Accountant I/II	1	1	1
Accounting Technician	1	1	1
Account Clerk I/II	2	2	2
Total Permanent	6	6	6
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	6 *	6 *	6 *

* In addition, there is one-half Accounting Technician position budgeted in the Community Services Department, but located in the Accounting Division.

<u>EXPENDITURE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries Wages and Benefits	\$ 477,006	507,077	525,847
Supplies and Other Services	6,867	9,345	9,345
Capital Outlay	0	1,000	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 483,873	517,422	535,192

**FINANCE AND ADMINISTRATIVE SERVICES - ACCOUNTING
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 398,155	418,244	427,523
Wages	0	0 *	0
Benefits	78,851	88,833	98,324
	<u>\$ 477,006</u>	<u>507,077</u>	<u>525,847</u>

* Includes decreased funding of \$3,500 for temporary help.

<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 2,717	4,295 *1	4,295
Maintenance and Operations	1,254	1,200	1,200
Utilities	0	0	0
Professional/Technical Svcs	0	0 *1	0
Other Expenses	2,896	3,850	3,850
	<u>\$ 6,867</u>	<u>9,345</u>	<u>9,345</u>

*1 Includes decreased funding of \$1,600 for miscellaneous supplies and professional services.

FINANCE AND ADMINISTRATIVE SERVICES—ADMINISTRATIVE SERVICES PROGRAM SUMMARY

PROGRAM MANAGER—ADMINISTRATIVE SERVICES MANAGER

PROGRAM MISSION STATEMENT

To provide integrated procurement, information technology, document processing and other organizational support services.

PROGRAM FUNCTIONS

- Provide centralized purchasing services and sale of surplus equipment.
- Manage and support the planning, development, operation and enhancement of information systems, providing a reliable City-wide network, electronic mail, public access, City Internet web site, microcomputer support and technical support of computer applications in City departments.
- Provide centralized document processing, document reproduction and voice mail services.
- Obtain timely delivery of price-competitive equipment, supplies and services; capitalize on quantity discounts and reduce paperwork by aggregating like purchases and services.
- Provide centralized storage of high-use supplies and surplus property; provide storage for other departments; and provide inter-building delivery of mail and supplies.
- Advise City departments on specifications and purchasing decisions; provide training on proper purchasing procedures; and solicit customer feedback to constantly improve procurement processes.
- Coordinate computer training programs.
- Coordinate cost-effective telephone services including long distance service, voice mail applications and cellular phone service.
- Manage City Hall security and janitorial services.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Support the implementation of Phase II of the new HR/Payroll system.
- Review the City's procurement card program and implement necessary changes to assure maximum efficiencies and savings.
- Manage the purchase and installation of hardware and software to best manage the City's electronic data and the backing up of such data.
- Participate in the replacement of the City's Police/Fire Computer-Aided Records Management System and Community Services Golf Course System.

FINANCE AND ADMINISTRATIVE SERVICES—ADMINISTRATIVE SERVICES PROGRAM SUMMARY

- Install replacement document imaging system providing easier public access to City documents with enhanced Internet functionality.

MAJOR PROGRAM CHANGES

- General Operating Fund:

Information Services Operations (\$275,000)

Reduces funding for the information services contract provider, ACS. The ACS contract expired on June 30, 2003. Staff has negotiated a significant cost reduction based on an extension of the contract for three years, the elimination of two vacant ACS positions. The normal COLA of \$60,000 will be avoided for Fiscal Year 2003-04 in addition to the \$275,000 cost reduction. *Reduces support for new system implementation; however, new system development not already in process is suspended for Fiscal Year 2003-04. Other impacts in desktop support should not be significant.*

Program Support (\$36,800)

Reduces budget for the remaining .50 of a Program Assistant position in the Administrative Services Division. One-half was unfunded in the Fiscal Year 2002-03 budget. *Increases workload of other staff.*

Miscellaneous Ongoing Increases \$5,400

Provides for increased cost of annual software maintenance for the Performing Arts ticketing system and the new CLASS recreation system. *Maintains desired level of service.*

- General Fund Reserve:

Web Site Consulting (one-time expenditure) \$5,000

Provides one-time funding for outside consulting for the City's web site. *Provides resources to assist with the City's web site.*

SN/BUD
LHP-541-05^

**FINANCE AND ADMINISTRATIVE SERVICES - ADMINISTRATIVE SERVICES
PROGRAM SUMMARY**

POSITIONS	2001-02 ADJUSTED	2002-03 ADOPTED	2003-04 ADOPTED
Administrative Services Manager	1	1	1
Supervising Buyer	1	1	1
Assistant Buyer/Buyer	1.50	1.50	1.50
Senior Systems Analyst	2	2	2
Web Site Coordinator	0	0	1 *4
Systems Coordinator/Technician	0.50	0.50	0.50
Systems Administrator	0.50	0.50	0.50
Program Assistant	1	1 *2	0 *2
Document Processing Supervisor	2	2	2
Document Processing Technician III	2	2	2
Document Processing Technician I/II	3	2 *3	2
Warehouse Worker	0.50	0.50	0.50
Copy Center Technician	1	1	1
Copy Center Assistant	0.50	0.50	0.50
Office Assistant III	1	1	1
Total Permanent	17.50	16.50	16.50
Total Part-Time Hourly	0.29	0.29	0.29
TOTAL POSITIONS	17.79 *1	16.79 *1	16.79 *5

*1 In addition, there are thirteen positions provided by contract.

*2 Unfunded .50 Program Assistant position for FY 2002-03 and eliminated entire position in FY 2003-04.

*3 Eliminated one Document Processing Technician I/II position.

*4 Transferred the Web Site Coordinator position from the City Manager's Office.

*5 In addition, there are eleven positions provided by contract.

EXPENDITURE SUMMARY	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
Salaries Wages and Benefits	\$ 1,218,558	1,374,193	1,480,255
Supplies and Other Services	2,457,436	2,436,632	2,185,520
Capital Outlay	5,365	32,000	0
Interfund Expenditures	12,158	17,900	18,600
TOTAL EXPENDITURES	\$ 3,693,517	3,860,725	3,684,375

REVENUE SUMMARY	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
Miscellaneous Revenue	\$ 47,556	5,000	5,000
TOTAL REVENUES	\$ 47,556	5,000	5,000

**FINANCE AND ADMINISTRATIVE SERVICES - ADMINISTRATIVE SERVICES
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 996,206	1,113,319	1,193,104
Wages	28,126	18,852 *	18,164
Benefits	194,226	242,022	268,987
	<u>\$ 1,218,558</u>	<u>1,374,193</u>	<u>1,480,255</u>

* Includes decreased funding of \$3,000 for temporary help.

<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 88,695	77,850	68,765
Maintenance and Operations	325,020	344,700 *1	363,763 *4
Utilities	233,520	282,362	258,062
Professional/Technical Svcs	1,686,982	1,562,500 *2	1,351,250 *5
Other Expenses	123,219	169,220 *3	143,680 *6
	<u>\$ 2,457,436</u>	<u>2,436,632</u>	<u>2,185,520</u>

*1 Includes funding of \$22,000 for maintenance of the new maintenance management system and increase funding of \$4,000 security system maintenance.

*2 Includes increased funding of \$71,000 for cost of living for the information services contract and decreased funding of \$8,000 for graphic design services.

*3 Includes decreased funding of \$15,000 for City-wide computer training.

*4 Includes increased funding of \$5,400 for software maintenance.

*5 Includes decreased funding of \$275,000 for the Information Services contract.

*6 Includes one-time funding of \$5,000 for web-site assistance.

NOTES

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FINANCE AND ADMINISTRATIVE SERVICES—RISK MANAGEMENT PROGRAM SUMMARY

PROGRAM MANAGER—RISK MANAGER

PROGRAM MISSION STATEMENT

To manage and minimize the City's exposure to accidental loss.

PROGRAM FUNCTIONS

- Manage the City's comprehensive general liability, property, loss control, Workers' Compensation, long-term disability and unemployment insurance programs, including self-insurance programs and excess insurance for catastrophic loss coverage.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Implement program changes in response to reduced staffing levels.
- Investigate strategies to mitigate rising insurance costs in each area of the insurance program.
- Oversee and manage City-wide ergonomic program.

MAJOR PROGRAM CHANGES

- Workers' Compensation Fund:

Workers' Compensation Safety Backfill (\$100,000)

Historically, \$200,000 has been budgeted annually in the Workers' Compensation program to backfill injured safety personnel not expected to return to duty; however, no more than \$100,000 has ever been spent for this purpose. There are generally salary savings or funded overhire positions in the line department that should be sufficient to maintain safety staffing levels. *No significant service level impact anticipated.*

- Liability Self-Insurance Fund:

Earthquake Insurance \$190,000

Preliminary insurance quotes indicate costs will rise \$190,000 to a total \$489,000. Earthquake insurance is required in outstanding bond covenants. Staff is working with bond counsel to evaluate alternatives to purchasing insurance, but this increase may be unavoidable.

Authority for California Cities Excess Liability (ACCEL) Insurance \$177,000

Premium increases for excess liability insurance over \$1 million self-insured retention, property, flood, mobile equipment and boiler/machinery insurances.

SN/BUD/LHP-541-06^

**FINANCE AND ADMINISTRATIVE SERVICES - RISK MANAGEMENT
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2001-02 ADJUSTED</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Risk Manager	1	1	1
Administrative Analyst I/II	1	1	1
Total Permanent	2	2	2
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	2	2	2

<u>EXPENDITURE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries Wages and Benefits	\$ 329,288	434,235 *1	322,837 *2
Supplies and Other Services	2,056,610	2,666,000	3,023,130
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 2,385,898	3,100,235	3,345,967

*1 Includes \$200,000 for workers' compensation claims.

*2 Includes \$100,000 for workers' compensation claims.

<u>REVENUE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Miscellaneous Revenue	\$ 40,045	0	0
TOTAL REVENUES	\$ 40,045	0	0

**FINANCE AND ADMINISTRATIVE SERVICES - RISK MANAGEMENT
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 261,517	388,750 *1	282,964 *2
Wages	3,509	1,500	1,500
Benefits	64,262	43,985	38,373
	<u>\$ 329,288</u>	<u>434,235</u>	<u>322,837</u>

*1 Includes \$200,000 for workers' compensation claims.

*2 Includes \$100,000 for workers' compensation claims.

<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 3,626	5,000	5,000
Maintenance and Operations	0	0	0
Utilities	0	0	0
Professional/Technical Svcs	294,234	393,550	372,550
Other Expenses	1,758,750	2,267,450 *1	2,645,580 *2
	<u>\$ 2,056,610</u>	<u>2,666,000</u>	<u>3,023,130</u>

*1 Includes increased fundings of \$112,000 for workers compensation excess insurance, \$95,600 for property, earthquake and flood insurance costs, and \$11,800 for ACCEL liability insurance costs. Includes rebudget of the Ergonomics Program balance of \$110,000.

*2 Includes increased fundings of \$190,000 for earthquake insurance and \$177,000 for ACCEL liability insurance costs. Includes rebudget of the Ergonomics Program estimated balance of \$100,000.

NOTES

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COMMUNITY DEVELOPMENT DEPARTMENT

The Community Development Department is responsible for the review of development and building activity to ensure compliance with zoning and building codes, economic development goals, General Plan policies, the California Environmental Quality Act (CEQA) and community objectives. The department assists the community in establishing land use and neighborhood plans and ensures the quality of new projects through the design and development review process. The Department staffs the Environmental Planning Commission (EPC), the Council Neighborhoods Committee, the Downtown Committee, the Visual Arts Committee and other citizen committees in addition to establishing and maintaining communications with citizens, developers, businesses, other governmental agencies and City departments. The Department also provides technical and policy support to the City Manager and other departments.

ADMINISTRATION

Administration is responsible for the management of the Community Development Department.

ADVANCE PLANNING DIVISION

Advance Planning participates in long-range local and regional planning activities. This Division assembles community data; develops and maintains the City's General Plan, precise plans and Zoning Ordinance; reviews and administers zone change proposals; and provides primary staffing to the EPC. This Division also provides information for private-sector businesses, investors and developers considering locations in Mountain View and participates in early discussions with people considering new development or uses in the City.

ECONOMIC DEVELOPMENT DIVISION

Economic Development is responsible for the City-wide economic development program. Economic Development staff serves as a primary contact and liaison with prospective new businesses who may need assistance in finding and developing an appropriate site. Another key function is retaining existing businesses by responding to situations where a business may need to expand or relocate. The program includes outreach efforts such as the corporate visitation program and regional economic development programs.

The Economic Development Division is also responsible for staffing the Downtown Committee and works closely with downtown businesses, property owners and developers. The division is responsible for

recruitment and retention of downtown businesses, the review of public and private projects in the downtown, coordination for the continued improvement and maintenance of the downtown, and for implementation of the Downtown Precise Plan.

CURRENT PLANNING DIVISION

Current Planning is responsible for all matters concerning the implementation of the Zoning Ordinance, including the issuance of use permits, variance requests and planned unit development permits; review of private development projects for design and compliance with the Zoning Ordinance; CEQA review; subdivision design; and providing information to the public on regulations, zoning codes and development projects. The Division holds hearings on proposed projects through the Development Review Committee and the Zoning Administrator.

NEIGHBORHOOD PRESERVATION DIVISION

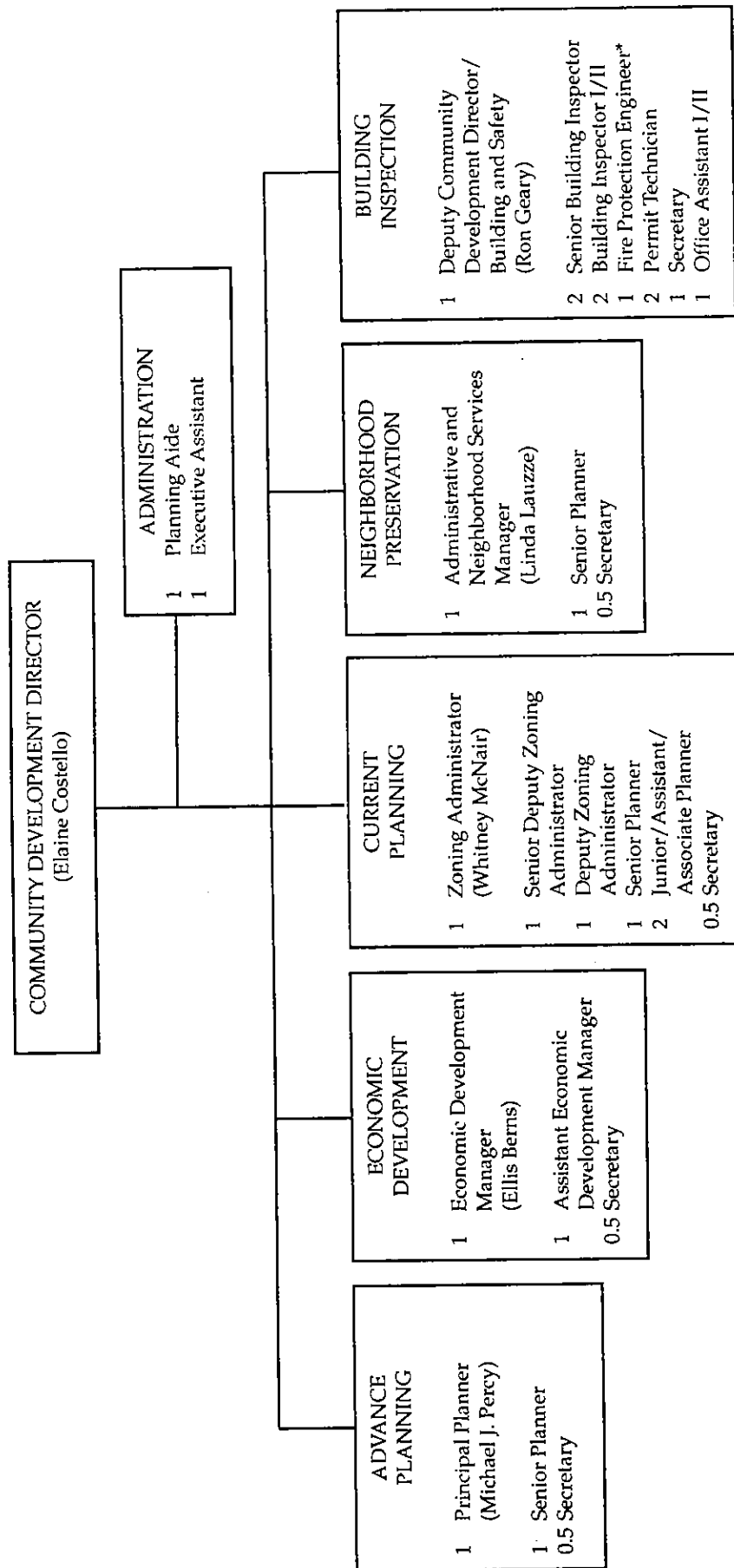
Neighborhoods handles a variety of neighborhood and housing-related issues, including affordable housing information, the Below-Market-Rate (BMR) housing program, a volunteer mediation program for neighborhood and tenant/landlord disputes, and other activities that support a variety of housing opportunities and promote quality neighborhoods. It is also responsible for staffing the Council Neighborhoods Committee, that hold neighborhood meetings throughout the City.

This Division also administers the Community Development Block Grant (CDBG) and HOME Federal funds allocated to the City by the U.S. Department of Housing and Urban Development. These grant funds benefit primarily low- and moderate-income citizens by funding affordable housing projects and community services and improvements.

BUILDING INSPECTION DIVISION

By locating the building inspection function in the Community Development Department, the City can provide true "one-stop" service to the public. The Division, which includes new construction fire prevention functions, reviews all construction plans to process applications in a coordinated and efficient manner to ensure compliance with the Building and Fire Code. The Building Division also inspects buildings under construction to ensure that they comply with these codes. In addition, Building Inspection staff provides information to citizens regarding home improvement regulations.

COMMUNITY DEVELOPMENT DEPARTMENT



FISCAL YEAR 2003-04 POSITION TOTALS: 26.0 Full-Time

* Located in Community Development Department but budgeted in Fire Department.

COMMUNITY DEVELOPMENT DEPARTMENT SUMMARY

DEPARTMENT MANAGER-COMMUNITY DEVELOPMENT DIRECTOR

DEPARTMENT MISSION STATEMENT

To provide land use, building development, neighborhood protection, economic development and environmental policy services.

DEPARTMENT FUNCTIONS

- Respond promptly to individual applications or Environmental Planning Commission/City Council-initiated General Plan and Zoning Ordinance amendments and precise plan changes. (M 1)
- Provide support for the comprehensive planning efforts of citizens, City Council and the Environmental Planning Commission. (M 2)
- Provide a foundation for long-range planning activities by maintaining comprehensive data bases on land use, demographics and economics.
- Manage and coordinate the corporate visitation program. (M 3)
- Retain existing businesses and attract new businesses throughout the City. (M 4, 5)
- Provide staff support to the Downtown Committee and subcommittees and the Visual Arts Committee.
- Provide timely, professional assistance with the review of proposed subdivision applications and development applications for Development Review Committee and Zoning Administrator hearings. (M 6)
- Provide zoning and planning information to the public in a timely, complete, accurate and courteous manner. (M 6)
- Manage affordable housing programs that include the Below Market Rate (BMR) program, new affordable housing projects and oversight of Federally subsidized units.
- Provide staff support to the Council Neighborhoods Committee (CNC) and neighborhood programs. (M 7, 8, 9)
- Assist the City Council in allocating CDBG/HOME funding and monitor the use of these funds in compliance with Federal regulations. (M 10)
- Maintain the efficiency of the City's plan review and permit system and building fire life safety inspection elements of the City's development review process, while integrating the requirements of City departments and other public agencies with the customer's needs. (M 11, 12, 13)

COMMUNITY DEVELOPMENT DEPARTMENT SUMMARY

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Manage development activity while ensuring quality development that is sensitive to community goals and consistent with City standards and continue to streamline the development review process.
- Implement service level modifications as a result of budget reductions.
- Continue participation in the implementation of NASA/Ames Development Plan environmental planning and review process.
- Assist with the development of Cuesta Park Master Plan.
- Complete Phase II of the Downtown Precise Plan update (the Castro Street areas).
- Complete development of a permanent historic preservation ordinance.
- Implement high-priority Housing Element actions.
- Undertake review of the proposal for the redevelopment of residential land in the Alice/Moorpark area (gatekeeper and potential rezoning and project).
- Undertake review of the proposal for the redevelopment of 2200-2290 California Street (gatekeeper and potential rezoning and project).
- Undertake the review of Stanford Medical Center's proposal for the Mayfield Mall site (gatekeeper and potential precise plan and project).
- Prepare Americana Precise Plan amendments and review of the proposed development for the Camino Medical Group.
- Pursue development of the City-owned Charleston East site for a hotel/conference center and cultural/educational use.
- Design and complete the financing plan for the California/Bryant Parking Structure.
- Continue support of the Downtown Committee and downtown initiatives, including:
 - Implementation of downtown Conditional Use Permit.
 - Continue implementation of a downtown retail recruitment and marketing strategy.
 - Redevelopment of surplus City property.
 - Potential acquisition of strategic downtown properties.
- Implement a City-wide economic development strategy/economic development plan.

COMMUNITY DEVELOPMENT DEPARTMENT SUMMARY

- Coordinate private development from design review through construction, including the following major projects:
 - El Camino Hospital redevelopment.
 - Lovewell/ Air Products redevelopment.
 - El Camino Real mixed-use project at the Harry's Hofbrau site.
 - Moffett, Middlefield military housing.
 - Avenidas senior day health care.
 - Community School of Music and Arts.
 - Efficiency studios project.
 - Mayfield Mall site.
 - Whisman Station expansion.
 - Costco expansion.
- Implement NPDES requirements concerning storm water runoff.
- Support code enforcement efforts.
- Continue management of the efficiency studio project by assisting with project funding and construction activities and monitoring tenant selections.
- Carry out Council-directed mobile home park initiatives, including establishing residents committees, securing legal information and holding an annual meeting with mobile home park residents.
- Implement the enforcement of the 2000 California Model Building and Fire Codes.

**COMMUNITY DEVELOPMENT
DEPARTMENT SUMMARY**

PERFORMANCE / WORKLOAD MEASURES

	2001-02 Target	2001-02 Actual	2002-03 Target	2002-03 Actual	2003-04 Target
Advance Planning:					
1. Percent of time that staff analysis and recommendation on General Plan or rezoning applications are completed within the schedule established (when the application is complete)	>80%	100%	>80%	100%	>80%
2. Number of public policy issues (Agenda and Major Research items) researched for Planning Commission and Council meetings	30	31	30	32	15
Economic Development:					
3. Percent of time corporate visits goal of 12 visits per year is met	>80%	25% ^(A)	>80%	80%	>80%
4. Percent of businesses that generate major sales tax to the City per year visited by staff	>50%	50%	>50%	35% ^(B)	>50%
5. Number of businesses interested in relocating or expanding in Mountain View that Economic Development staff meets with	50	50	50	50	50
Current Planning:					
6. Land use applications processed by:					
• City Council	10	7	5	14	5
• Zoning Administrator	50	44	35	52	35
• Development Review Committee	125	63	85	62	85
• Over the Counter	100	177	100	77	100
Neighborhood Preservation:					
7. Percent of mediation participants rating customer satisfaction level as "good" or higher	>80%	87.5%	>80%	97%	>80%
8. Percent of identified neighborhood areas included in neighborhood meetings sponsored by the Council Neighborhoods Committee	50%	66.7%	50%	50%	50%
9. Number of mediation requests handled	120	248 ^(C)	200	232	210
10. Percent of Federally funded contracts carried out in compliance with City and Federal requirements	100%	100%	100%	100%	100%

**COMMUNITY DEVELOPMENT
DEPARTMENT SUMMARY**

	2001-02 Target	2001-02 Actual	2002-03 Target	2002-03 Actual	2003-04 Target
Building Inspection:					
11. Percent of time where City provides 24-hour building inspection response for those inspection requests received by 3:00 p.m. on weekdays	>95%	98%	>95%	99%	>95%
12. Percent of time that City meets five-day turnaround plan check for all Fast Track submittals that meet building inspection criteria	>90%	95%	>90%	95%	>90%
13. Construction permits issued	4,300	3,753	3,700	4,311	4,000

^(A) Due to unanticipated events, the corporate visits program did not meet its target.

^(B) Unmet goal due to limited availability of staffing and the focus on business retention of major corporations and the attraction of new businesses.

^(C) The number of mediation cases continues to be unusually high and target numbers have been reevaluated.

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LHP-884-01^

**COMMUNITY DEVELOPMENT
DEPARTMENT SUMMARY**

POSITIONS	2001-02 ADJUSTED	2002-03 ADOPTED	2003-04 ADOPTED	
Community Development Director	1	1	1	
Deputy Community Development Dir/Bldg & Sfty	1	1	1	
Administrative & Neighborhood Svcs Manager	1	1	1	
Principal Planner	1	1	1	
Economic Development Manager	1	1	1	
Zoning Administrator	1	1	1	
Senior Deputy Zoning Administrator	1	1	1	
Deputy Zoning Administrator	1	1	1	
Assistant Economic Development Manager	1	1	1	
Senior Building Inspector	2	2	2	
Senior Planner	4	4	3	*3
Building Inspector I/II	4	4	2	*1
Asst/Associate Planner	3	3	2	*2
Planning Aide	1	1	1	
Program Assistant	1	1	0	*3
Permit Technician	2	2	2	
Executive Assistant	1	1	1	
Secretary	3	3	3	
Office Assistant I/II	1	1	1	
Total Permanent	31	31	26	
Total Part-Time Hourly	0	0	0	
TOTAL POSITIONS	31	31	26	

*1 Unfunded two Building Inspector I/II positions for FY 2002-03 and eliminated them in FY 2003-04.

*2 Unfunded one Asst/Associate Planner position for FY 2002-03 and eliminated it in FY 2003-04.

*3 Eliminated one Senior Planner position and the Program Assistant position.

DEPARTMENT PROGRAMS	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
Community Development Administration	\$ 441,913	465,897	421,063
Advance Planning	394,659	449,339	336,286
Economic Development	1,024,164	1,415,995	1,324,717
Current Planning	674,651	742,982	773,340
Neighborhood Preservation	3,642,330	1,567,784	1,558,495
Building Inspection	1,574,239	1,642,116	1,367,643
	\$ 7,751,956	6,284,113	5,781,544

**COMMUNITY DEVELOPMENT
DEPARTMENT SUMMARY**

<u>EXPENDITURE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries Wages and Benefits	\$ 2,676,883	3,004,234	2,928,968
Supplies and Other Services	4,460,625	2,590,435	2,145,442
Capital Outlay	7,705	30,000	0
Interfund Expenditures	606,743	659,444	707,134
TOTAL EXPENDITURES	<u>\$ 7,751,956</u>	<u>6,284,113</u>	<u>5,781,544</u>

<u>FUNDING SOURCES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
General Operating Fund	\$ 3,387,370	3,667,327	3,232,465
Revitalization Authority	601,755	872,832	754,783
Parking District No.2	204,535	245,550	249,738
Grants Fund	3,439,619	1,339,000	1,336,980
Shoreline Reg Park Community	118,677	159,404	207,578
TOTAL FUNDING	<u>\$ 7,751,956</u>	<u>6,284,113</u>	<u>5,781,544</u>

<u>REVENUE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
General Licenses & Permits	\$ 1,699,780	1,173,240	1,259,620
Federal Intergovernmental Revenue	3,245,853	1,339,000	1,336,980
General Service Charges	1,092,238	869,720	738,216
Miscellaneous Revenue	3,445	100,500	50,000
Interfund Revenue Transfers	20,000	0	0
TOTAL REVENUES	<u>\$ 6,061,316</u>	<u>3,482,460</u>	<u>3,384,816</u>

COMMUNITY DEVELOPMENT—ADMINISTRATION

PROGRAM SUMMARY

PROGRAM MANAGER—COMMUNITY DEVELOPMENT DIRECTOR

PROGRAM MISSION STATEMENT

To provide policy and program direction, general management and support to advance planning, economic development, current planning, neighborhood preservation and building inspection, and implement policies established by the City Council and City administration.

PROGRAM FUNCTIONS

- Provide effective communication and coordination regarding planning issues to citizens, City Council, Environmental Planning Commission, Downtown Committee, Council Neighborhoods Committee and City departments.
- Establish and track goals, objectives, performance measures and priorities for each division within Community Development.
- Assure high performance standards and service levels to the public.
- Provide for effective interdepartmental and intradepartmental coordination.
- Develop and monitor the department budget.
- Promote department staff training and professional development.
- Maintain complete and accurate department records.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Manage development activity while ensuring quality development that is sensitive to community goals and consistent with City standards and continue to streamline the development review process.
- Implement service level modifications as a result of budget reductions.
- Continue efforts to improve public service and public information through the Development Services Center.
- Maintain procedural manuals for all positions in the Clerical Section.
- Support public art through the Visual Arts Committee.

COMMUNITY DEVELOPMENT—ADMINISTRATION

PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Professional Service Contracts (\$7,400)

Reduces various professional service contracts. *Limits department's ability to respond to special requests and to follow up on issues.*

Miscellaneous (\$23,000)

Reduces department's budget for general office supplies and travel and training, including training for the EPC (\$2,000). *Reduces flexibility in the supplies budget and significantly restricts staff and EPC training and professional development opportunities.*

Visual Arts Program (\$15,000)

Reduces Visual Arts Program budget substantially (\$20,000 to \$5,000 in addition to a \$10,000 reduction last year). *Reduces the number of art shows that can be presented.*

RG/BUD
LHP-884-02^

**COMMUNITY DEVELOPMENT - ADMINISTRATION
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2001-02 ADJUSTED</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Community Development Director	1	1	1
Planning Aide	1	1	1
Executive Assistant	1	1	1
Total Permanent	3	3	3
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	3	3	3

<u>EXPENDITURE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries Wages and Benefits	\$ 326,717	356,378	356,944
Supplies and Other Services	115,196	109,519	64,119
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 441,913	465,897	421,063

<u>REVENUE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
General Service Charges	\$ 135	0	0
Miscellaneous Revenue	300	0	0
TOTAL REVENUES	\$ 435	0	0

**COMMUNITY DEVELOPMENT - ADMINISTRATION
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 259,069	304,194	303,514
Wages	21,767	0	0
Benefits	45,881	52,184	53,430
	<u>\$ 326,717</u>	<u>356,378</u>	<u>356,944</u>
<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 59,299	51,268	39,268 *3
Maintenance and Operations	178	286	286
Utilities	786	0	0
Professional/Technical Svcs	31,586	14,600 *1	7,200 *4
Other Expenses	23,347	43,365 *2	17,365 *5
	<u>\$ 115,196</u>	<u>109,519</u>	<u>64,119</u>

*1 Includes decreased funding of \$10,400 for temporary help.

*2 Includes decreased funding of \$10,000 for Visual Arts Program and \$10,000 for training, conference and travel.

*3 Includes decreased funding of \$12,000 for miscellaneous office supplies.

*4 Includes decreased funding of \$7,400 for professional service contracts.

*5 Includes decreased fundings of \$15,000 for the Visual Arts Program and \$11,000 for miscellaneous training, conference, and travel.

COMMUNITY DEVELOPMENT—ADVANCE PLANNING PROGRAM SUMMARY

PROGRAM MANAGER—PRINCIPAL PLANNER

PROGRAM MISSION STATEMENT

To plan for and implement long-term community land use and development objectives through neighborhood and area development studies and use of the General Plan, zoning and precise plans.

PROGRAM FUNCTIONS

- Respond promptly to individual applications or Environmental Planning Commission/City Council-initiated General Plan and Zoning Ordinance amendments and precise plan changes.
- Provide support for the comprehensive planning efforts of citizens, City Council and the Environmental Planning Commission.
- Provide a foundation for long-range planning activities by maintaining comprehensive data bases on land use, demographics and economics.
- Provide clear and accessible information on planning and development activities to the public.
- Maintain the General Plan as the primary, long-range foundation for City planning policy decisions.
- Ensure appropriate City participation and representation in regional planning efforts.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Implement service level modifications as a result of budget reductions.
- Continue participation in the implementation of NASA/Ames Development Plan environmental planning and review process.
- Assist with the development of Cuesta Park Master Plan.
- Together with the Economic Development and Current Planning Divisions, complete Phase II of the Downtown Precise Plan update (the Castro Street areas).
- Complete development of a permanent historic preservation ordinance.
- Implement high-priority Housing Element actions.
- Undertake review of the proposal for the redevelopment of residential land in the Alice/Moorpark area (gatekeeper and potential rezoning and project).
- Undertake review of the proposal for the redevelopment of 2200-2290 California Street (gatekeeper and potential rezoning and project).

COMMUNITY DEVELOPMENT—ADVANCE PLANNING PROGRAM SUMMARY

- Undertake the review of Stanford Medical Center's proposal for the Mayfield Mall site (gatekeeper and potential precise plan and project).
- Prepare Americana Precise Plan amendments and review of the proposed development for the Camino Medical Group.
- Process General Plan and precise plan amendments and rezoning applications.

MAJOR PROGRAM CHANGES

- General Operating Fund:

Senior Planner

(\$105,000)

Eliminates 1.0 Senior Planner position in the Advance Planning Division. This includes assigning a Current Planner to work on Advance Planning projects. Projects for Advance Planning include implementing the Housing Element, the Downtown Precise Plan study and the permanent historic ordinance preparation. This elimination reduces discretionary staff support available for the EPC. It is suggested that the Commission's meeting schedule be evaluated in order to more effectively use staff and commission member time. *Provides fewer staff available to work on a variety of assignments and to support the Environmental Planning Commission.*

Professional Service Contracts

(\$10,000)

Reduces various professional service contracts for special studies. *Limits department's ability to respond to special requests and to follow up on issues.*

Environmental Planning Commission Minutes

(\$8,000)

Reduces contractual funding for the preparation of the EPC minutes. With less staff support, projects will be brought forward to the EPC in a more efficient manner, resulting in potentially fewer meetings and minutes preparation. *No service level impact.*

RG/BUD
LHP-884-03^

**COMMUNITY DEVELOPMENT - ADVANCE PLANNING
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2001-02 ADJUSTED</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Principal Planner	1	1	1
Senior Planner	2	2	1 *
Secretary	0.50	0.50	0.50
Total Permanent	3.50	3.50	2.50
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	3.50	3.50	2.50

* Eliminated one Senior Planner position.

<u>EXPENDITURE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries Wages and Benefits	\$ 348,073	405,839	310,786
Supplies and Other Services	46,586	43,500	25,500
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 394,659	449,339	336,286

<u>REVENUE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Miscellaneous Revenue	\$ 150	0	0
TOTAL REVENUES	\$ 150	0	0

**COMMUNITY DEVELOPMENT - ADVANCE PLANNING
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 296,295	343,982	262,432
Wages	0	0	0
Benefits	51,778	61,857	48,354
	<u>\$ 348,073</u>	<u>405,839</u>	<u>310,786</u>
<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 527	7,500	7,500
Maintenance and Operations	0	0	0
Utilities	0	0	0
Professional/Technical Svcs	46,059	36,000	18,000 *
Other Expenses	0	0	0
	<u>\$ 46,586</u>	<u>43,500</u>	<u>25,500</u>

* Includes decreased fundings of \$10,000 for professional service contracts and \$8,000 for Environmental Planning Commission minutes.

NOTES

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COMMUNITY DEVELOPMENT—ECONOMIC DEVELOPMENT PROGRAM SUMMARY

PROGRAM MANAGER—ECONOMIC DEVELOPMENT MANAGER

PROGRAM MISSION STATEMENT

To foster the City's continued economic health in order to maintain a desirable quality of life and a balanced community through a cooperative government atmosphere that helps businesses prosper and encourages businesses to become long-term partners in the community.

PROGRAM FUNCTIONS

- Manage and coordinate the Corporate Visitation Program.
- Retain existing businesses and attract new businesses throughout the City.
- Provide staff support to the Downtown Committee and subcommittees and the Visual Arts Committee.
- Help shape an economy with diverse employment choices.
- Secure revenues that support the community's quality of life.
- Foster public/private partnerships that promote community values and business success.
- Support and participate in State and regional economic development programs such as Caled, Joint Venture:Silicon Valley, Santa Clara County Manufacturing Group; continue coordination with local organizations such as the Chamber of Commerce; coordinate local economic development activities with regional programs; and maintain liaison with economic development functions in other local communities.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Implement service level modifications as a result of budget reductions.
- Pursue development of the City-owned Charleston East site for a hotel/conference center and cultural/educational use.
- Design and complete the financing plan for the California/Bryant Parking Structure.
- Continue support of the Downtown Committee and downtown initiatives, including:
 - Implementation of downtown Conditional Use Permit.
 - Continue implementation of a downtown retail recruitment and marketing strategy.
 - Redevelopment of surplus City property.
 - Potential acquisition of strategic downtown properties.
 - Complete Phase II of the Downtown Precise Plan.
- Implement a City-wide economic development strategy/economic development plan.

COMMUNITY DEVELOPMENT—ECONOMIC DEVELOPMENT PROGRAM SUMMARY

- Assist the City Manager's Office with the Moffett Federal Airfield and NASA Ames issues.
- Work with the City Manager's Office and the Public Works Department on the use of City-owned properties to assist in accomplishing community economic development goals.
- Facilitate the attraction and retention of businesses in Mountain View.
- Establish and maintain high quality working relationships with major corporations in Mountain View.

MAJOR PROGRAM CHANGES

- General Operating Fund:

Joint Venture:Silicon Valley Funding (\$15,000)

Transfers funding to Joint Venture:Silicon Valley from the General Fund to the Shoreline Regional Park Community Fund, where many of the City's major corporations are located. *No service level impact.*

Professional Service Contracts (\$15,000)

Reduces various professional service contracts for economic development. *Limits department's ability to respond to special requests and to follow up on issues.*

- Revitalization Authority Fund:

Consulting Services (one-time expenditure) \$50,000

Funding for a half-time contract planner to work on downtown projects and implementation of the interim ordinance requiring additional review of land use changes in the Downtown Precise Plan area. This represents shifting existing costs being incurred to the appropriate funding source.

Downtown Retail Recruitment Strategy (one-time expenditure) \$40,000

Additional funding for consultants to continue the downtown retail recruitment strategy. One of the major goals of this strategy is to attract and diversify retailers in the downtown. During the past six months, the consultant has initiated contacts with various downtown property and business owners and assisted with the preparation of marketing materials to promote the downtown to potential real estate brokers and retailers. This funding continues these efforts for Fiscal Year 2003-04 and provide \$10,000 of funds for marketing and promotional material.

COMMUNITY DEVELOPMENT—ECONOMIC DEVELOPMENT PROGRAM SUMMARY

- Shoreline Regional Park Community Fund:

Business Recruitment (one-time expenditure) \$25,000

Additional funding for a consultant to assist with business recruitment in the North Bayshore. The consultant will work with property owners and the brokerage community to market the North Bayshore to businesses and corporations seeking to relocate. Staff and the consultant will also establish and maintain a listing of available vacant space in this area. This vacancy listing would be updated quarterly and distributed to real estate brokers, prospective tenants and be incorporated into the City's web site.

Joint Venture:Silicon Valley Funding \$15,000

Transfers funding to Joint Venture:Silicon Valley (JVSV) from the General Operating Fund to the Shoreline Regional Park Community Fund, where many of the City's major corporations are located. The Shoreline Community currently suffers from a very high commercial vacancy rate and disproportionately benefits from the activities and objectives of JVSV.

RG/BUD
LHP-884-04^

**COMMUNITY DEVELOPMENT - ECONOMIC DEVELOPMENT
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2001-02 ADJUSTED</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Economic Development Manager	1	1	1
Assistant Economic Development Manager	1	1	1
Secretary	0.50	0.50	0.50
Total Permanent	2.50	2.50	2.50
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	<u>2.50</u>	<u>2.50</u>	<u>2.50</u>

<u>EXPENDITURE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries Wages and Benefits	\$ 228,250	287,501	303,833
Supplies and Other Services	196,862	456,950	329,250
Capital Outlay	0	30,000	0
Interfund Expenditures	599,052	641,544	691,634
TOTAL EXPENDITURES	<u>\$ 1,024,164</u>	<u>1,415,995</u>	<u>1,324,717</u>

<u>REVENUE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
General Licenses & Permits	\$ 69,371	71,280	66,270
General Service Charges	158,578	160,000	158,606
Miscellaneous Revenue	2,683	500	0
TOTAL REVENUES	<u>\$ 230,632</u>	<u>231,780</u>	<u>224,876</u>

**COMMUNITY DEVELOPMENT - ECONOMIC DEVELOPMENT
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 190,021	235,042	250,695
Wages	0	0	0
Benefits	38,229	52,459	53,138
	<u>\$ 228,250</u>	<u>287,501</u>	<u>303,833</u>
<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 9,464	24,500	24,500
Maintenance and Operations	13,676	11,100	11,100
Utilities	36,820	41,750 *1	42,150
Professional/Technical Svcs	120,700	131,400	116,400 *3
Other Expenses	16,202	248,200 *2	135,100 *4
	<u>\$ 196,862</u>	<u>456,950</u>	<u>329,250</u>

*1 Includes decreased funding of \$5,000 for gas and electricity.

*2 Includes rebudgets of \$150,000 for phase II of the Downtown Precise Plan update, \$31,200 for downtown studies, \$32,200 for downtown retail recruitment strategies and \$16,700 for downtown appraisals.

*3 Includes decreased funding of \$15,000 for professional service contracts.

*4 Includes one-time fundings of \$50,000 for consulting services, \$40,000 for Downtown retail recruitment strategy and \$25,000 for business recruitment.

COMMUNITY DEVELOPMENT—CURRENT PLANNING PROGRAM SUMMARY

PROGRAM MANAGER—ZONING ADMINISTRATOR

PROGRAM MISSION STATEMENT

To ensure quality development within our community by reviewing and approving projects that conform to City development regulations and are compatible with the community's environment and surrounding neighborhoods.

PROGRAM FUNCTIONS

- Provide timely, professional assistance with the review of proposed subdivision applications and development applications for Development Review Committee and Zoning Administrator hearings.
- Provide zoning and planning information to the public in a timely, complete, accurate and courteous manner.
- Interpret the Zoning Ordinance in a fair and consistent manner.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Manage development activity while ensuring quality development that is sensitive to community goals and consistent with City standards and continue to streamline the development review process.
- Implement service level modifications as a result of budget reductions.
- Continue participation in the implementation of NASA/Ames Development Plan environmental planning and review process.
- Assist with the development of Cuesta Park Master Plan.
- Complete Phase II of the Downtown Precise Plan update (the Castro Street areas).
- Complete development of a permanent historic preservation ordinance.
- Implement high-priority Housing Element actions.
- Undertake review of the proposal for the redevelopment of residential land in the Alice/Moorpark area (gatekeeper and potential rezoning and project).
- Undertake review of the proposal for the redevelopment of 2200-2290 California Street (gatekeeper and potential rezoning and project).
- Undertake the review of Stanford Medical Center's proposal for the Mayfield Mall site (gatekeeper and potential precise plan and project).
- Prepare Americana Precise Plan amendments and review of the proposed development for the Camino Medical Group.

COMMUNITY DEVELOPMENT—CURRENT PLANNING PROGRAM SUMMARY

- Pursue development of the City-owned Charleston East site for a hotel/conference center and cultural/educational use.
- Complete design of the California/Bryant Parking Structure.
- Continue support of the Downtown Committee and downtown initiatives, including:
 - Implementation of downtown Conditional Use Permit.
 - Continue implementation of a downtown retail recruitment and marketing strategy.
 - Redevelopment of surplus City property.
 - Potential acquisition of strategic downtown properties.
 - Complete Phase II of the Downtown Precise Plan.
- Coordinate private development from design review through construction, including the following major projects:
 - El Camino Hospital redevelopment.
 - Lovewell/Air Products redevelopment.
 - El Camino Real mixed-use project at the Harry's Hofbrau site.
 - Moffett, Middlefield military housing.
 - Avenidas senior day health care.
 - Community School of Music and Arts.
 - Efficiency studios project.
 - Mayfield Mall site.
 - Whisman Station expansion.
 - Costco expansion.
- Implement NPDES requirements concerning storm water runoff.
- Support code enforcement efforts.
- Continue to update and improve division handouts and application materials for the Development Services Center, including the CEQA guidelines.

RG/BUD
LHP-884-05^

**COMMUNITY DEVELOPMENT - CURRENT PLANNING
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2001-02 ADJUSTED</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Zoning Administrator	1	1	1
Senior Deputy Zoning Administrator	1	1	1
Deputy Zoning Administrator	1	1	1
Senior Planner	1	1	1
Asst/Associate Planner	3	3 *	2 *
Secretary	0.50	0.50	0.50
Total Permanent	7.50	7.50	6.50
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	7.50	7.50	6.50

* Unfunded one Asst/Associate Planner position for FY 2002-03 and eliminated it in FY 2003-04.

<u>EXPENDITURE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries Wages and Benefits	\$ 659,181	709,782	741,040
Supplies and Other Services	15,094	30,000	30,000
Capital Outlay	0	0	0
Interfund Expenditures	376	3,200	2,300
TOTAL EXPENDITURES	\$ 674,651	742,982	773,340

<u>REVENUE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
General Service Charges	\$ 186,642	86,680	47,960
TOTAL REVENUES	\$ 186,642	86,680	47,960

**COMMUNITY DEVELOPMENT - CURRENT PLANNING
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 547,483	605,044	616,214
Wages	15,001	0	0
Benefits	96,697	104,738	124,826
	<u>\$ 659,181</u>	<u>709,782</u>	<u>741,040</u>
<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 162	0	0
Maintenance and Operations	0	0	0
Utilities	129	0	0
Professional/Technical Srvcs	14,800	30,000 *1	30,000
Other Expenses	3	0	0
	<u>\$ 15,094</u>	<u>30,000</u>	<u>30,000</u>

*1 Includes decreased funding of \$24,500 for architectural and other planning services.

COMMUNITY DEVELOPMENT—NEIGHBORHOOD PRESERVATION PROGRAM SUMMARY

PROGRAM MANAGER—ADMINISTRATIVE AND NEIGHBORHOOD SERVICES MANAGER

PROGRAM MISSION STATEMENT

To promote community participation, improve neighborhoods, facilitate the development of affordable housing and administer community programs.

PROGRAM FUNCTIONS

- Manage affordable housing programs that include the Below-Market-Rate (BMR) program, new affordable housing projects and oversight of Federally subsidized units.
- Provide staff support to the Council Neighborhoods Committee (CNC) and neighborhood programs.
- Assist the City Council in allocating CDBG/HOME funding and monitor the use of these funds in compliance with Federal Regulations.
- Prepare and maintain a comprehensive plan for housing and services for low-income residents.
- Coordinate and monitor the City Volunteer Mediation Program.
- Encourage participation in the community by promoting neighborhood associations and other activities designed to increase community pride and appearance.
- Provide department administrative support in personnel recruitments, budget preparation, Council goals and performance measures.
- Provide public information on affordable housing, public services and neighborhood issues.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Implement service level modifications as a result of budget reductions.
- Implement high-priority Housing Element actions.
- Continue management of the efficiency studios project by assisting with project funding and constructing activities, and monitoring tenant selection.
- Carry out Council-directed mobile home park initiatives, including establishing residents committees, securing legal information and holding an annual meeting with mobile home park residents.
- Work with the Housing Authority to administer the Below-Market-Rate (BMR) program, refining regulatory agreements and other necessary documents and monitoring new development to ensure that the required BMR units or in-lieu payments are provided.

COMMUNITY DEVELOPMENT—NEIGHBORHOOD PRESERVATION PROGRAM SUMMARY

- Ensure that City Council-approved and CDBG/HOME-funded human service contracts and capital projects (i.e., 16 to 18 annually) are carried out in compliance with City and Federal requirements.
- Continue to implement the Neighborhood Preservation Strategy by maintaining an open dialogue with community residents and neighborhood associations about ways to improve community livability and by updating public information.
- Administer the Council Neighborhoods Committee Fiscal Year 2003-04 neighborhood grants.
- Provide staff support for the Council Neighborhoods Committee's three annual neighborhood meetings and prepare action plans that respond to neighborhood comments at these meetings.
- Carry out and monitor outreach activities to inform residents about subsidized housing availability and implement the City's affirmative marketing policy.

MAJOR PROGRAM CHANGES

- General Operating Fund:

Professional Service Contracts

(\$10,000)

Reduces various professional service contracts for neighborhoods. *Limits department's ability to respond to special requests and to follow up on issues.*

RG/BUD
LHP-884-06^

**COMMUNITY DEVELOPMENT - NEIGHBORHOOD PRESERVATION
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2001-02 ADJUSTED</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Administrative & Neighborhood Svcs Mgr	1	1	1
Senior Planner	1	1	1
Secretary	0.50	0.50	0.50
Total Permanent	2.50	2.50	2.50
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	<u>2.50</u>	<u>2.50</u>	<u>2.50</u>

<u>EXPENDITURE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries Wages and Benefits	\$ 256,078	286,998	299,102
Supplies and Other Services	3,384,546	1,280,786	1,259,393
Capital Outlay	1,706	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	<u>\$ 3,642,330</u>	<u>1,567,784</u>	<u>1,558,495</u>

<u>REVENUE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Federal Intergovernmental Revenue	\$ 3,245,853	1,339,000	1,336,980
Miscellaneous Revenue	312	100,000	50,000
Interfund Revenue Transfers	20,000	0	0
TOTAL REVENUES	<u>\$ 3,266,165</u>	<u>1,439,000</u>	<u>1,386,980</u>

**COMMUNITY DEVELOPMENT - NEIGHBORHOOD PRESERVATION
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 218,923	242,214	248,389
Wages	126	0	0
Benefits	37,029	44,784	50,713
	<u>\$ 256,078</u>	<u>286,998</u>	<u>299,102</u>
<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 6,597	9,200	9,200
Maintenance and Operations	30	165	165
Utilities	0	0	0
Professional/Technical Svcs	3,360,440	1,247,421 *1	1,231,028 *1
Other Expenses	17,479	24,000	19,000 *2
	<u>\$ 3,384,546</u>	<u>1,280,786</u>	<u>1,259,393</u>

*1 Includes change in CDBG funding.

*2 Includes decreased funding of \$10,000 for professional service contracts.

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COMMUNITY DEVELOPMENT—BUILDING INSPECTION PROGRAM SUMMARY

PROGRAM MANAGER—DEPUTY COMMUNITY DEVELOPMENT DIRECTOR/BUILDING AND SAFETY

PROGRAM MISSION STATEMENT

To safeguard the health, safety and welfare of the community by enforcing applicable Building Codes, Fire Codes and ordinances and furnishing building-related technical support and service.

PROGRAM FUNCTIONS

- Maintain the efficiency of the City's plan review and permit system and building fire life safety inspection elements of the City's development review process, while integrating the requirements of City departments and other public agencies with the customer's needs.
- Create and maintain programs and procedures that provide the highest level of customer service.
- Provide clear, accurate and timely building and fire life safety related information to the City Council, developers, citizens and coworkers.
- Ensure that user fees accurately reflect the cost of building and fire inspection services.
- Ensure the welfare of the community by inspecting all buildings for compliance with all applicable codes, ordinances and laws.
- Check building and fire life safety system plans in a timely manner for conformance with appropriate codes, ordinances and laws.
- Monitor permit applicants' qualifications and insurance coverage.
- Develop and maintain productivity and professionalism for division personnel through continuous training and participation in code enforcement and professional organizations.
- Provide required reports to County, State and Federal agencies.
- Provide technical assistance on capital improvement projects.
- Provide technical and professional support for the City's code enforcement policies and efforts.

COMMUNITY DEVELOPMENT—BUILDING INSPECTION PROGRAM SUMMARY

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Manage development activity to ensure that quality developments meet City conditions and are sensitive to community quality of life issues, by continuing to monitor workload levels and the organizational development review process.
- Implement service level modifications as a result of budget reductions.
- Coordinate private development from design review through construction, including the following major projects:
 - El Camino Hospital redevelopment.
 - Lovewell/Air Products redevelopment.
 - El Camino Real mixed-use project at the Harry's Hofbrau site.
 - Moffett, Middlefield military housing.
 - Avenidas senior day health care.
 - Community School of Music and Arts.
 - Efficiency studios project.
 - Mayfield Mall site.
 - Whisman Station expansion.
 - Costco expansion.
- Implement the enforcement of the 2000 California Model Building and Fire Codes and work with regional and State agencies to support the adoption of the 2003 California Model Building and Fire Codes.
- Complete development and implementation of the E-permit Internet-based permit issuance and inspection scheduling enhancements.
- Maintain the building inspection web site as a public access system to City building and fire inspection services.
- Support regional efforts to streamline and standardize the development review and code enforcement process as part of the State's 2003 code adoption process.
- Develop enhancements and improvements in the administrative process, public information systems and customer service delivery levels in the Development Services Center to mitigate the impacts of the City's budget reduction strategy.
- Manage, develop and implement enhancements to current division systems and processes to maintain correct levels of customer service, communication and delivery of services to the public and business community.
- Develop and implement the Code Enforcement module to the MVPS permit system in conjunction with the City Attorney's Office.
- Provide support to the City's code enforcement efforts in mitigating key blighted properties and preparing them for redevelopment.
- Implement NPDES requirements concerning storm water runoff.

COMMUNITY DEVELOPMENT—BUILDING INSPECTION PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Outside Building Plan Check and Inspection Services (\$193,000)

Reduces outside contract service budget for building plan check and inspection. Development activity has decreased, and the prior level of funding is not needed. *Adjusts capacity of development review and inspection services to anticipated level of development activities.*

Building Division Positions (\$73,700)

Eliminates 1.0 Building Inspection Program Assistant position. Currently, building activity is low and full staffing is not required. *Adjusts capacity of building inspection services to the anticipated level of development activity. Requires focus on core activities, decreased services in the Development Review Center and decreased flexibility to respond to periodic increases in service requests.*

Permit System Development (\$30,000)

Reduces the ability to expand the current building permitting system in response to future enhancements. *Reduces the ability to enhance building permitting system.*

Miscellaneous (\$9,500)

Reduces Building Division's budget for travel and training. *Significantly restricts staff training and professional development opportunities.*

RG/BUD
LHP-884-07^

**COMMUNITY DEVELOPMENT - BUILDING INSPECTION
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2001-02 ADJUSTED</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Deputy Community Development Dir/Bldg & Sfty	1	1	1
Senior Building Inspector	2	2	2
Building Inspector I/II	4	4 *2	2 *2
Program Assistant	1	1	0 *3
Permit Technician	2	2	2
Secretary	1	1	1
Office Assistant I/II	1	1	1
Total Permanent	12	12	9
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	12 *1	12 *1	9 *1

*1 In addition, there are two Fire Protection Engineer positions budgeted in the Fire Department, but located in the Building Inspection Division.

*2 Unfunded two Building Inspector I/II positions in FY 2002-03 and eliminated them in FY 2003-04.

*3 Eliminated the Program Assistant position.

<u>EXPENDITURE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries Wages and Benefits	\$ 858,584	957,736	917,263
Supplies and Other Services	702,341	669,680	437,180
Capital Outlay	5,999	0	0
Interfund Expenditures	7,315	14,700	13,200
TOTAL EXPENDITURES	\$ 1,574,239	1,642,116	1,367,643

<u>REVENUE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
General Licenses & Permits	\$ 1,630,409	1,101,960	1,193,350
General Service Charges	746,883	623,040	531,650
TOTAL REVENUES	\$ 2,377,292	1,725,000	1,725,000

**COMMUNITY DEVELOPMENT - BUILDING INSPECTION
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 696,605	790,040	749,663
Wages	27,553	0	0
Benefits	134,426	167,696	167,600
	<u>\$ 858,584</u>	<u>957,736</u>	<u>917,263</u>
<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 28,520	22,325	22,325
Maintenance and Operations	3,911	2,000	2,000
Utilities	5,804	20,000	20,000
Professional/Technical Svcs	649,622	608,000 *1	385,000 *2
Other Expenses	14,484	17,355	7,855 *3
	<u>\$ 702,341</u>	<u>669,680</u>	<u>437,180</u>

*1 Includes decreased funding of \$115,000 for building plan checking and inspection services.

*2 Includes decreased fundings of \$193,000 for outside building plan check and inspection services and \$30,000 for permit system development.

*3 Includes decreased funding of \$9,500 for training, conference, and travel.

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PUBLIC WORKS DEPARTMENT

The Public Works Department plans, designs, reviews, constructs, operates, maintains and improves the City's infrastructure, facilities, utilities, property and equipment.

ADMINISTRATION

Administration is responsible for the management of the Public Works Department by providing leadership, policy development, administrative and technical support, career development and training opportunities.

BUSINESS SERVICES DIVISION

The Business Services Division provides budget development and financial reporting services, capital improvement financial planning, contract management and information systems support, and manages occupational safety programs for the Public Works and Community Services Departments. The Solid Waste Program, managed through Business Services, develops and implements residential/commercial waste reduction and recycling programs and manages waste disposal and SMaRT Station® recycling contracts. Customer service programs, including graffiti abatement, shopping cart retrieval and water customer service responses are also the responsibility of the Division. Business Services provides emergency response planning for Public Works.

TRANSPORTATION AND POLICY DIVISION

The Transportation and Policy Division reviews, analyzes and evaluates regional transportation issues, studies and programs which impact the City. This Division also evaluates City transportation programs and policies and their relationship to regional transportation, developing recommendations for improvements. Transportation and Policy is the liaison and advocate for City positions with County, regional and State agencies involved in transportation planning. The Division manages appraisals, sales and acquisitions of City property rights and provides clerical services for the Engineering Division.

ENGINEERING DIVISION

The Engineering Division consists of Construction Engineering, Design Engineering, Capital Projects, Traffic Engineering and Operations.

Construction Engineering performs inspections for compliance with plans, specifications, regulations, ordinances and policies pertaining to capital projects and off-site private developments.

Design Engineering prepares or reviews engineering studies, surveys, designs, specifications and contract documents for the construction of public works projects.

Capital Projects plans and coordinates the design and overall management of major projects included in the City's capital improvement program.

Traffic Engineering plans, designs and implements traffic operational improvements for the safe and convenient movement and circulation of vehicles, bicycles and pedestrians within the City. Traffic Engineering also maintains traffic-related records such as traffic accidents, counts and speeds, and conducts surveys and studies necessary to analyze traffic problems.

Operations establishes development conditions for approval and reviews for accuracy and completeness of private development plans, specifications, plats, maps, property descriptions and engineering calculations submitted to the City for approval. Operations also assists developers, consultants, engineers and the public in complying with Public Works Department conditions.

PUBLIC WORKS DEPARTMENT (CONT.)

PUBLIC SERVICES DIVISION

Public Services designs, operates and maintains the City's infrastructure, including streets and sidewalks, streetlights, water and wastewater systems, closed landfills, City buildings and vehicle and equipment fleets. The division consists of Streets and Utilities Maintenance, Engineering and Environmental Compliance, Facilities and Fleet Services programs.

STREETS AND UTILITIES MAINTENANCE PROGRAM

Streets and Utilities Maintenance maintains the public right-of-way and the water and wastewater systems. Streets-related activities include maintenance and repair of the City's improved and unimproved streets, sidewalks, curbs and gutters, bikeways, public parking lots and parking lots at City facilities. The program also maintains markings and striping on streets, curbs and public parking lots, and installs, maintains and repairs City street signs and streetlights.

Water-related activities include installation, operation and maintenance of the equipment and facilities to distribute 12.4 million gallons of water per day to 15,700 customers in the Mountain View service area. Sewer-related activities include installation of sewer laterals, cleanouts and connections, clearing sewer blockages and pumping sewage to the Palo Alto Regional Water Quality Control Plant. The program also cleans storm lines and catch basins, and maintains City retention basins and operates pump stations for stormwater removal.

ENGINEERING AND ENVIRONMENTAL COMPLIANCE

Landfill Engineering and Maintenance is responsible for the design and permitting of all landfill postclosure systems, maintenance of the landfill cap and operations of the leachate and gas extraction systems, maintenance and ensuring the regulatory guidelines for landfill maintenance and other Public Services programs are met. This program also administers capital improvement and miscellaneous engineering projects.

FACILITIES PROGRAM

Facilities provides safe, clean and reliable facilities for employees and their clients. The program maintains, inspects and improves buildings to comply with regulations, minimize operational and ownership costs, and maximize building life.

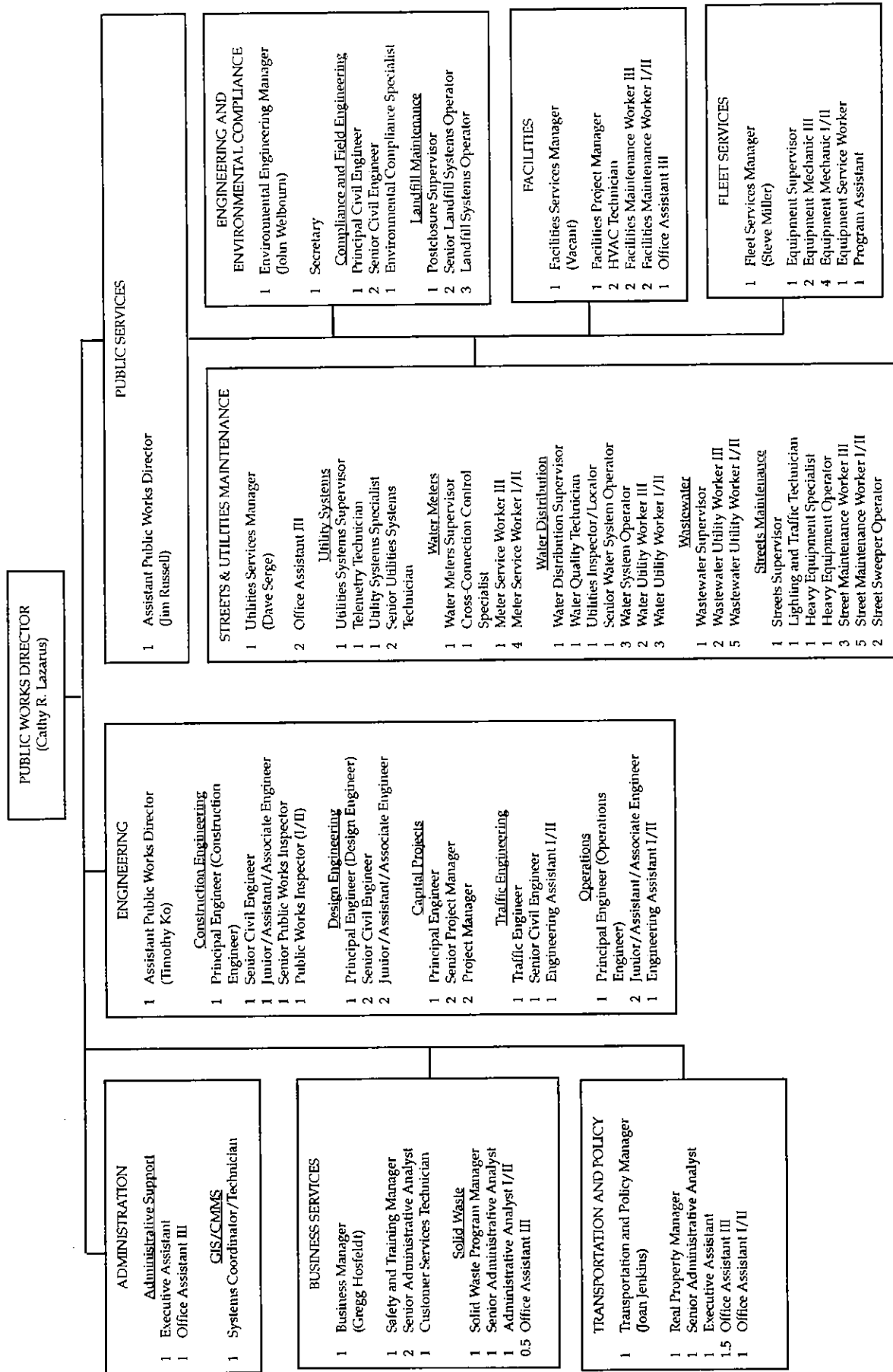
FLEET SERVICES PROGRAM

Fleet Services provides safe, reliable, economical, and high-quality vehicles and equipment to City departments. This program performs vehicle and equipment services to comply with regulations, minimize operational and ownership costs, and maximize safety and equipment life. Fleet Services also maintains the City's inventory of alternative fuel vehicles.

SN/6/BUD

541-05-09-03OFH^

PUBLIC WORKS DEPARTMENT



FISCAL YEAR 2003-04 POSITION TOTALS:

123.0 Full-Time

PUBLIC WORKS DEPARTMENT SUMMARY

DEPARTMENT MANAGER—PUBLIC WORKS DIRECTOR

DEPARTMENT MISSION STATEMENT

Plan, design, review, construct, operate, maintain and improve the City's infrastructure, facilities, utilities, property and equipment.

DEPARTMENT FUNCTIONS

- Manage occupational safety programs and practices in the Public Works and Community Services Departments. (M 1, 2, 3)
- Manage department customer service programs, including shopping cart collection and graffiti abatement. (M 4, 5)
- Continue efforts to meet State-mandated solid waste landfill diversion goals by implementing programs to maximize commercial and residential recycling. (M 7, 8)
- Represent the City in matters relating to, and provide for, solid waste collection and disposal. (M 9)
- Deliver quality, responsive customer service and furnish clear, accurate and timely information to citizens, the City Council and City departments. (M 9, 11, 16, 17, 18, 19, 26, 33)
- Manage the acquisition, lease and disposal of City real property. (M 10)
- Prepare the City's annual Capital Improvement Program and assist other departments with project planning and proposals.
- Review, evaluate and regulate private and public development and construction in conformance with the City's General Plan, ordinances and policies. (M 6, 12, 13, 14, 15)
- Provide for safe, efficient and convenient circulation of vehicles, bicycle and pedestrian traffic within the community.
- Represent the City's interest in local and regional public works studies and projects, and encourage the highest design and environmental quality in public and private improvements.
- Plan, manage, operate and maintain potable and blended water supply and distribution systems. (M 20)
- Plan, manage, operate and maintain wastewater collection, treatment and discharge systems. (M 21)
- Plan, manage and maintain public streets, sidewalks, parking lots and streetlight systems. (M 22, 23, 24)
- Engineer and maintain the cap/leachate/gas extraction systems for the City's closed landfills.
- Meet all applicable Federal, State and local regulations. (M 25, 26)

PUBLIC WORKS DEPARTMENT SUMMARY

- Manage, maintain and improve City buildings. (M 27, 28, 29)
- Procure and maintain the City's vehicle and equipment fleet. (M 30, 31, 32, 33)

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Implement organizational and operational changes resulting from approved budget reductions.
- Work with the Mountain View Unified School District to expedite the design and environmental review process for the proposed Graham Reservoir.
- Coordinate the City's involvement with the Hetch-Hetchy water system rehabilitation.
- Coordinate with Foothill Disposal to implement solid waste program service enhancements, including:
 - Distributing new garbage carts and recycling split carts to residential customers in preparation for automated collection service.
 - Implementing automated recycling collection for residential customers.
 - Begin implementing automated garbage collection for residential customers.
- Review the multi-family recycling programs to identify ways to increase participation and effectiveness.
- Continue implementing the Senior Center/Community Center Master Plan, including a new Senior Center and senior day health care.
- Continue to work with the Santa Clara Valley Transportation Authority (VTA) on the Route 85/U.S. 101 interchange improvement construction.
- Complete construction of the Senior Center temporary facility.
- Undertake design of the permanent Senior Center in coordination with the Community Services Department.
- Complete environmental design and review and begin construction of the new Miramonte Reservoir project.
- Complete construction of the Evelyn Avenue reconstruction project, Phase III, and utility undergrounding from Pioneer Way to Bernardo Avenue.
- Prepare the Fiscal Year 2004-05 Capital Improvement Program.
- Undertake a feasibility study of the Permanente Creek pedestrian/bike overcrossing of U.S. 101.
- Complete the Evelyn Avenue/Shoreline Boulevard water supply well.

PUBLIC WORKS

DEPARTMENT SUMMARY

- Develop and submit a coordinated Water System Vulnerability Plan in conjunction with the Santa Clara Valley Water District plan.
- Implement and monitor the Shoreline Sailing Lake Management Study recommendations to maintain a healthy lake system.

PERFORMANCE/WORKLOAD MEASURES

	2001-02 Target	2001-02 Actual	2002-03 Target	2002-03 Actual	2003-04 Target
Administration:					
1. Number of injuries and illnesses	<15	15	<15	10	<15
2. Number of medical-only cases	<6	10	<9	8	<9
3. Number of cases where individuals lost more than 3 days of work (indemnity cases)	<4	4	<6	2	<6
4. Percent of graffiti removed within 3 days of report ^(A)	>90%	99%	>90%	98%	>90%
5. Removal of graffiti on public right-of-way (number of assignments)	300	197 ^(B)	300	374	300
Business Services:					
6. Percent of contracts and agreements sent to contractors/consultants four working days from the date of Council approval or date "final" agreement was prepared	>90%	98%	>95%	100%	>95%
7. Average cost of recycling per ton of material versus cost to dispose	<150%	107% ^(C)	<150%	98%	<150%
8. Percent of refuse diverted from landfill	>50%	52%	>50%	50%	>50%
9. Percent of solid waste complaints/requests resolved to complainant's/customer's satisfaction	>90%	98%	>95%	99%	>95%
Transportation and Policy:					
10. Percent of inquiries for the sale, lease, temporary use or purchase of City-owned land responded to within 24 hours	>95%	100%	>95%	98%	>95%
11. Within 2 weeks elapsed time, return the land value of parcels submitted to the Land Development Engineer for development permits to enable the calculation of park land dedication fees				New for FY 2003-04	>90%

**PUBLIC WORKS
DEPARTMENT SUMMARY**

	2001-02 Target	2001-02 Actual	2002-03 Target	2002-03 Actual	2003-04 Target
Engineering:					
12. Percent of construction projects completed with less than 10% time increase over the original contract award		New for FY 2002-03	>75%	78%	>75%
13. Percent of construction projects accepted where the final cost is within 10% of the original contract cost (including contingencies)		New for FY 2002-03	>85%	100%	>85%
14. Percent of completed construction projects for which inspection cost is not greater than 15% of the project's construction costs	>85%	100%	>85%	100%	>85%
15. Percent of time all tentative maps and private development applications are reviewed within the departmental standard review time	>95%	79% ^(D)	>85%	97%	>85%
16. Percent of all traffic signal complaints investigated within 24 hours of their receipt	>90%	95%	>90%	100%	>90%
17. Percent of citizen traffic concerns processed through the Neighborhood Traffic Management Program (NTMP) within 16 weeks from the time an inquiry is received	>90%	100%	>90%	100%	>90%
Streets and Utilities Maintenance:					
18. Percent response time standards met for various customer service requests	>90%	95%	>90%	95%	>90%
19. Number of water quality complaints (taste, odor, colored water, low pressure)		New for FY 2002-03	<110	68	<110
20. Number of water main breaks		New for FY 2002-03	<6	9 ^(E)	<6
21. Number of sewer main blockages		New for FY 2002-03	<40	32	<40
22. Percent of sweeping routes completed on schedule	>85%	90%	>85%	92%	>85%
23. Pavement condition index for asphalt (Metropolitan Transportation Commission rating scale of 0-100, 70-100 being very good)		New for FY 2002-03	>75	77	>75
24. Number of sidewalk complaints		New for FY 2002-03	<24	22	<50

**PUBLIC WORKS
DEPARTMENT SUMMARY**

	2001-02 Target	2001-02 Actual	2002-03 Target	2002-03 Actual	2003-04 Target
Engineering and Environmental Compliance:					
25. Number of written emergency reports and notifications to regulatory agencies	0	0	0	0	0
26. Percent of regulatory repairs submitted on time	100%	100%	100%	100%	100%
Facilities:					
27. Percent of hours spent on unscheduled work	<15%	5.2%	<15%	5%	<15%
28. Percent of work orders classified as emergency or urgent repairs	<10%	8%	<10%	5.8%	<10%
29. Percent of completed work orders requiring corrective action	<0.5%	0%	<0.5%	1% ^(F)	<0.5%
Fleet Services:					
30. Percent of preventive maintenance completed on schedule	>95%	95%	>98%	96%	>95%
31. Percent of time frontline fleet units are available (Public Services and Community Services field vehicles)	>97.5%	97%	>98%	95% ^(G)	>95%
32. Percent of time frontline fleet units are available (Police and Fire emergency units)	>97.5%	97%	>98%	90% ^(H)	>95%
33. Number of road calls/emergency repair requests	<80	73	<80	35	<80

^(A) For Fiscal Year 2002-03, number of days changed from ten to three.

^(B) Less graffiti needed to be removed than anticipated.

^(C) Fiscal Year 2001-02 actual restated from previously reported 142 percent.

^(D) The standard review time is one week, a very high standard. For Fiscal Year 2001-02, 17 out of 82 took longer than one week.

^(E) Greater than target in part due to a delay in the water main replacement program.

^(F) This performance measure will be reviewed next fiscal year as the target may be too stringent.

^(G) Reduced staffing during the holidays and vehicles requiring extensive maintenance contributed to the increased downtime of fleet units.

^(H) Three Police units out of service during the second quarter as a result of damage. Two of these have been held as evidence. Also, two fire pumpers were down between two to four weeks to perform engine maintenance and fire damage repair. A back-up pumper was placed in service.

GAH/BUD
LHP-761-01^

**PUBLIC WORKS
DEPARTMENT SUMMARY**

POSITIONS	2001-02 ADJUSTED	2002-03 ADOPTED	2003-04 ADOPTED
Public Works Director	1	1	1
Assistant Public Works Director	2	2	2
Business Manager	1	1	1
Transportation and Policy Manager	1	1	1
Utilities Services Manager	1	1	1
Environmental Engineering Manager	1	1	1
Streets and Landfill Maintenance Manager	1	1	0 *7
Facilities Services Manager	1	1	1
Fleet Services Manager	1	1	1
Safety and Training Manager	1	1	1
Solid Waste Program Manager	1	1	1
Real Property Manager	1	1	1
Capital Program Manager	1	1	0 *7
Principal Civil Engineer	4	4	5 *8
Senior Civil Engineer	7	7	6 *8/9
Senior Project Manager	3	3	2 *9
Traffic Engineer	1	1	1
Project Manager	2 *1	3 *3	2 *7
Facilities Project Manager	1	1	1
Senior Administrative Analyst	4	4	4
Utilities Systems Supervisor	1	1	1
Water Meters Supervisor	1	1	1
Water Distribution Supervisor	1	1	1
Wastewater Supervisor	1	1	1
Postclosure Supervisor	1	1	1
Streets Supervisor	2	2	1 *7
Facilities Maintenance Supervisor	1	1	0 *7
Equipment Maintenance Supervisor	1	1	1
Jr/Asst/Associate Engineer (Civil)	7	6 *3/4	5 *4/7/8
Administrative Analyst I/II	2	2	1 *7
Environmental Compliance Specialist	1	1	1
Engineering Assistant III	1	1 *4	0 *4
Engineering Assistant I/II	2	2	2
Senior Public Works Inspector	1	1	1
Public Works Inspector I/II	3 *2	2 *5	1 *7
Utilities Inspector/Locator	1	1	1
Systems Coordinator/Technician	1	1	1
Customer Service Technician	1	1	1
Subtotal Permanent	65	64	54

**PUBLIC WORKS
DEPARTMENT SUMMARY**

POSITIONS CONTINUED	2001-02 ADJUSTED	2002-03 ADOPTED	2003-04 ADOPTED
Balance Forward	65	64	54
Water Quality Technician	1	1	1
Telemetry Technician	1	1	1
Lighting and Traffic Technician	1	1	1
HVAC Technician	2	2	2
Utility Systems Specialist	1	1	1
Senior Utilities Systems Technician	2	2	2
Senior Landfill System Operator	2	2	2
Senior Water System Operator	1	1	1
Heavy Equipment Specialist	2	2 *4	1 *4
Landfill System Operator	3	3	3
Water System Operator	3	3	3
Heavy Equipment Operator	2	2	1 *7
Cross-Connection Cntrl Specialist	1	1	1
Meter Service Worker III	1	1	1
Meter Service Worker I/II	5	5	4 *7
Water Utility Worker III	2	2	2
Water Utility Worker I/II	4	4	3 *7
Wastewater Utility Worker III	3	3	2 *10
Wastewater Utility Worker I/II	4	4	5 *10
Street Maintenance Worker III	3	3	3
Street Maintenance Worker I/II	7	6 *5	5 *7
Facilities Maintenance III	1	1	2 *11
Facilities Maintenance I/II	3	3	2 *11
Equipment Mechanic III	2	2	2
Equipment Mechanic I/II	4	4	4
Equipment Service Worker	1	1	1
Streetsweeper Operator	2	2	2
Program Assistant	1	1	1
Executive Assistant	2	2	2
Secretary	1	1	1
Office Assistant III	6	6	6
Office Assistant I/II	1	1	1
Total Permanent	140	138	123
Total Part-Time Hourly	2.32	1.12 *6	1.12
TOTAL POSITIONS	142.32	139.12	124.12

*1 Position count includes one 2-year limited term Project Manager position expiring 6/30/03.

*2 Position count includes one 3-year limited term Public Works Inspector I/II positions expiring 6/30/04.

PUBLIC WORKS DEPARTMENT SUMMARY

- *3 Reclassified one Jr/Asst/Associate Engineer (Civil) position to a Project Manager.
- *4 Unfunded one Jr/Asst/Associate Engineer (Civil) position, one Engineering Assistant III position and one Heavy Equipment Specialist position for FY 2002-03 and eliminated them in FY 2003-04.
- *5 Eliminated the Limited Term Public Works Inspector I/II position and one Streets Maintenance Worker I/II position.
- *6 Eliminated some hourly help.
- *7 Eliminated the Streets and Landfill Maintenance Manager position, the Capital Program Manager position, the limited term Project Manager position, one Streets Supervisor position, the Facilities Maintenance Supervisor position, one Jr/Asst/Associate Engineer (Civil) position, one Administrative Analyst I/II position, one Public Works Inspector I/II position, one Heavy Equipment Operator position, one Meter Service Worker I/II position, one Water Utility Worker I/II position, and one Street Maintenance Worker I/II position.
- *8 Reclassified one Senior Civil Engineer position to a Principal Civil Engineer and one Senior Civil Engineer to a Jr/Asst/Associate Engineer (Civil).
- *9 Mid-year reclassification of one Senior Project Manager position to Senior Civil Engineer.
- *10 Reclassified a Wastewater Utility Worker III position to a Wastewater Utility Worker I/II.
- *11 Reclassified a Facilities Maintenance Worker I/II position to a Facilities Maintenance Worker III.

DEPARTMENT PROGRAMS	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
Public Works Administration	\$ 919,770	870,954	895,289
Business Services	4,812,174	6,039,674	6,788,613
Transportation and Policy	574,579	692,015	714,534
Engineering	1,946,533	1,962,749	1,726,187
Streets and Utilities Maintenance	18,085,763	18,840,973	19,548,141
Engineering and Environmental Compliance	1,823,508	2,279,096	2,145,050
Facilities	2,528,497	2,814,932	2,593,528
Fleet Services	1,327,571	1,581,533	1,641,627
	<u>\$ 32,018,395</u>	<u>35,081,926</u>	<u>36,052,969</u>

EXPENDITURE SUMMARY	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
Salaries Wages and Benefits	\$ 10,421,046	11,602,413	10,964,330
Supplies and Other Services	21,001,158	22,890,893	22,869,915
Capital Outlay	101,992	22,320	1,629,824
Interfund Expenditures	494,199	566,300	588,900
TOTAL EXPENDITURES	<u>\$ 32,018,395</u>	<u>35,081,926</u>	<u>36,052,969</u>

**PUBLIC WORKS
DEPARTMENT SUMMARY**

<u>FUNDING SOURCES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
General Operating Fund	\$ 7,038,347	7,649,945	6,799,836
General Fund Reserve	0	50,000	3,150
Shoreline Regional Park Community	170,944	274,247	343,398
Water	10,073,710	9,891,985	11,042,007
Wastewater	7,470,956	8,191,946	8,076,188
Solid Waste	5,936,865	7,442,270	8,146,763
Equipment Maintenance and Replacement	1,327,573	1,581,533	1,641,627
TOTAL FUNDING	\$ <u>32,018,395</u>	<u>35,081,926</u>	<u>36,052,969</u>

<u>REVENUE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
General Licenses & Permits	\$ 53,285	23,000	32,000
Rents & Leases	0	10,501	18,000
Local Intergovernmental Revenue	47,632	0	0
State Intergovernmental Revenue	52,497	128,000	94,000
General Service Charges	125,591	76,500	99,500
Water Service Charges	13,264,847 *1	13,497,900 *1	14,692,849 *5
Wastewater Service Charges	8,045,922 *2	8,723,331 *4	9,213,070 *4
Blended Water Charges	371,746	350,000	350,000
Refuse Service Charges	8,308,435 *3	7,996,036 *3	7,613,559 *6
Water Main Extensions	16,560	15,000	5,000
Wastewater Main Extensions	35,571	30,000	30,000
Miscellaneous Revenue	297,365	258,060	253,200
Equipment Maintenance Charges	1,439,041	1,662,100	1,698,800
Interfund Revenue Transfers	133,400	83,400	53,400
TOTAL REVENUE	\$ <u>32,191,892</u>	<u>32,853,828</u>	<u>34,153,378</u>

*1 Includes rate increases of 3%.

*2 Includes rate increases of 4%.

*3 Includes no general rate increase.

*4 Includes rate increase of 8%.

*5 Includes rate increase of 6%.

*6 Includes rate increase of 2%.

PUBLIC WORKS—ADMINISTRATION

PROGRAM SUMMARY

PROGRAM MANAGER—PUBLIC WORKS DIRECTOR

PROGRAM MISSION STATEMENT

Coordinate and facilitate the activities of the Public Works Department.

PROGRAM FUNCTIONS

- Ensure customer service is given the highest priority and monitor customer satisfaction.
- Represent the City's interest in local and regional public works studies and projects, and encourage the highest design and environmental quality in public and private improvements.
- Provide leadership, administrative support, direction and job-related training for department staff.
- Establish policies and procedures to govern department functions.
- Establish department goals and objectives and track achievements.
- Encourage staff to take advantage of career development opportunities.
- Develop and recommend equitable solid waste, water and wastewater utility rates in conjunction with the Finance and Administrative Services Department.
- Develop and update long-range plans.
- Monitor regulatory requirements and provide support to meet those requirements.
- Create a positive and supportive environment for department employees.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Implement organizational and operational changes resulting from approved budget reductions.
- Work with the Mountain View Unified School District to expedite the design and environmental review process for the proposed Graham Reservoir.
- Coordinate the City's involvement with the Hetch-Hetchy water system rehabilitation.
- Monitor workloads to ensure appropriate allocation of resources to priority projects.
- Oversee progress of major capital improvement projects.
- Assure the FY 2003-08 Capital Improvement Program reflects City Council and community priorities.
- Implement Geodesy's Encompass GIS software application to provide local access to GIS applications.

PUBLIC WORKS—ADMINISTRATION
PROGRAM SUMMARY

- Integrate Meter Shop and Facilities Section maintenance programs into the Hansen Computerized Maintenance Management System.

MAJOR PROGRAM CHANGES

- General Operating Fund:

Miscellaneous Reductions (\$4,300)

Reduces Training, Conference and Travel budgets and miscellaneous office equipment and small contract expenditures. *Reduces technical and managerial training for staff.*

- Water Fund:

Miscellaneous Reductions (\$5,000)

Reduces general office supplies.

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LHP-761-02^

**PUBLIC WORKS - ADMINISTRATION
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2001-02 ADJUSTED</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Public Works Director	1	1	1
Assistant Public Works Director	2	2	2
Safety and Training Manager	1	0 *	0
Systems Coordinator/Technician	0	1 *	1
Executive Assistant	1	1	1
Office Assistant III	1	1	1
Total Permanent	6	6	6
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	6	6	6

* Transferred the Safety and Training Manager position to the Business Services Program and transferred the Systems Coordinator/Technician position from the Business Services Program.

<u>EXPENDITURE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries Wages and Benefits	\$ 841,910	794,336	825,561
Supplies and Other Services	64,343	68,218	58,928
Capital Outlay	2,636	0	0
Interfund Expenditures	10,881	8,400	10,800
TOTAL EXPENDITURES	\$ 919,770	870,954	895,289

**PUBLIC WORKS - ADMINISTRATION
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 703,893	669,725	691,727
Wages	12,152	4,835 *	4,835
Benefits	125,865	119,776	128,999
	<u>\$ 841,910</u>	<u>794,336</u>	<u>825,561</u>

* Includes decreased funding of \$5,200 for temporary hourly help.

<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 51,503	50,838	45,213 *1
Maintenance and Operations	1,047	990	990
Utilities	1,730	1,845	1,845
Professional/Technical Svcs	152	6,500	4,000 *2
Other Expenses	9,911	8,045	6,880 *2
	<u>\$ 64,343</u>	<u>68,218</u>	<u>58,928</u>

*1 Includes decreased funding of \$5,000 for miscellaneous reductions.

*2 Includes decreased funding of \$4,300 for miscellaneous reductions.

NOTES

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PUBLIC WORKS—BUSINESS SERVICES PROGRAM SUMMARY

PROGRAM MANAGER—BUSINESS MANAGER

PROGRAM MISSION STATEMENT

Provide business support and financial management to the department. Manage the collection, recycling and disposal of the City's solid waste, and department customer service programs.

PROGRAM FUNCTIONS

- Manage occupational safety programs and practices in the Public Works and Community Services Departments.
- Manage department customer service programs, including shopping cart collection and graffiti abatement.
- Continue efforts and to meet State-mandated solid waste landfill diversion goals by implementing programs to maximize commercial and residential recycling.
- Represent the City in matters relating to, and provide for, solid waste collection and disposal.
- Deliver quality, responsive customer service and furnish clear, accurate and timely information to citizens, the City Council and City departments.
- Manage the department budget and provide financial management for operational and capital improvement activities.
- Provide departmental financial control and accountability.
- Ensure department services are provided in a cost-effective manner.
- Encourage waste reduction and ensure appropriate handling and disposal of household hazardous wastes and other special wastes.
- Administer contracts for refuse collection, disposal and recycling.
- Monitor City energy efficiency and utility expenses.
- Identify renewable and clean alternative energy technologies for City facilities and vehicles.
- Support development and maintenance of department information systems.
- Coordinate the department's emergency response planning.
- Ensure department practices adhere to City policies.
- Manage the department asset inventory.

PUBLIC WORKS—BUSINESS SERVICES PROGRAM SUMMARY

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Coordinate with Foothill Disposal to implement solid waste program service enhancements, including:
 - Distributing new garbage carts and recycling split carts to residential customers in preparation for automated collection service.
 - Implementing automated recycling collection for residential customers.
 - Begin implementing automated garbage collection for residential customers.
- Review the multi-family recycling programs to identify ways to increase participation and effectiveness.
- Analyze the cost and feasibility of using low-emission and alternative fuels for the City's heavy-duty vehicles.
- Evaluate opportunities for renewable energy generation and increased energy efficiency in City facilities.
- Work with Alza Corporation to coordinate the installation of a landfill gas-based electricity production system at Alza's Charleston Road site.
- Continue to research opportunities for renewable energy generation.
- Reduce operational and workplace hazards by ensuring scheduled field and facility safety surveys are completed and corrective measures are implemented.
- Work with the Risk Management Division and the Fire Department to develop a City confined space safety policy to ensure safe work practices by City contractors.
- Continue to work with stores to reduce the number of abandoned shopping carts.

MAJOR PROGRAM CHANGES

- General Operating Fund:

Reclassify Customer Service Technician to Solid Waste Fund

(\$16,200)

Reallocates the Technician to provide field and code enforcement support for the Solid Waste Section, and responsibility for morning water service work orders and water service calls will be transferred to the Meter Shop in Public Services. *No significant impact.*

**PUBLIC WORKS—BUSINESS SERVICES
PROGRAM SUMMARY**

- General Fund Reserve:

Hepatitis B Vaccination (one-time expenditure) \$3,200

Provides funding to offer Hepatitis B vaccinations to employees that respond to emergency situations. *Provides protection to employees as required by law.*

- Water Fund:

Reclassify Customer Service Technician to Solid Waste Fund (\$16,200)

Reallocates the Technician to provide field and code enforcement support for the Solid Waste Section, and responsibility for morning water service work orders and water service calls will be transferred to the Meter Shop in Public Services.

Miscellaneous Reductions (\$5,000)

Reduces miscellaneous contract accounts.

- Solid Waste Management Fund:

Administrative Analyst I/II (\$86,800)

Eliminates an Administrative Analyst I/II position in the Solid Waste Fund. This position has been vacant for a period of time and with the reclassification of the Customer Service Technician to Solid Waste, the objectives of the Solid Waste Program can still be accomplished with the elimination of this position.

Reclassify Customer Service Technician to Solid Waste Fund \$32,400

Reallocates the Technician to provide field and code enforcement support for the Solid Waste Section, and responsibility for morning water service work orders and water service calls will be transferred to the Meter Shop in Public Services.

Miscellaneous Reductions (\$13,100)

Reduces various accounts for miscellaneous reductions in clothing and laundry (\$7,100), contracts (\$4,000), telephone and radio (\$1,000) and training and travel (\$1,000).

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LHP-761-03^

**PUBLIC WORKS - BUSINESS SERVICES
PROGRAM SUMMARY**

POSITIONS	2001-02 ADJUSTED	2002-03 ADOPTED	2003-04 ADOPTED
Business Manager	1	1	1
Safety and Training Manager	0	1 *1	1
Solid Waste Program Manager	1	1	1
Senior Administrative Analyst	3	3.67 *2	3.67
Systems Coordinator/Technician	1	0 *1	0
Administrative Analyst I/II	2	2	1 *5
Customer Service Technician	1	1	1
Streets Maintenance Worker I/II	0	0.20 *3	0 *5
Office Assistant III	0.50	0.50	0.50
Total Permanent	9.50	10.37	9.17
Total Part-Time Hourly	0.94	0.50 *4	0.50
TOTAL POSITIONS	10.44	10.87	9.67

*1 Transferred the Safety and Training Manager position to the Administration Program and transferred the Systems Coordinator/Technician position to the Administration Program.

*2 Transferred .67 Senior Administrative Analyst position from the Transportation and Policy Program.

*3 Transferred .20 Streets Maintenance Worker I/II position from the Streets and Utilities Maintenance Program.

*4 Eliminated hourly help.

*5 Eliminated one Administrative Analyst I/II position and .20 Streets Maintenance Worker I/II position.

EXPENDITURE SUMMARY	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
Salaries Wages and Benefits	\$ 739,028	1,061,601	1,013,585
Supplies and Other Services	4,071,937	4,973,873	4,186,904
Capital Outlay	0	0	1,584,824
Interfund Expenditures	1,209	4,200	3,300
TOTAL EXPENDITURES	\$ 4,812,174	6,039,674	6,788,613

REVENUE SUMMARY	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
Local Intergovernmental Revenue	\$ 47,632	0	0
State Intergovernmental Revenue	44,207	128,000	94,000
General Service Charges	2,960	3,000	3,000
Refuse Service Charges	8,308,435 *1	7,996,036 *1	7,613,559 *2
Miscellaneous Revenue	5,300	0	0
TOTAL REVENUES	\$ 8,408,534	8,127,036	7,710,559

*1 Includes no general rate increase.

*2 Includes a 2% rate increase.

**PUBLIC WORKS - BUSINESS SERVICES
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 600,792	853,358	813,682
Wages	56,868	24,888	25,397
Benefits	81,368	183,355	174,506
	<u>\$ 739,028</u>	<u>1,061,601</u>	<u>1,013,585</u>
<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 53,291	43,750	40,650 *2
Maintenance and Operations	3,626	0	0
Utilities	3,917,683	4,847,043 *1	4,071,904 *3
Professional/Technical Svcs	35,396	74,200	59,200 *2
Other Expenses	61,941	8,880	15,150 *4
	<u>\$ 4,071,937</u>	<u>4,973,873</u>	<u>4,186,904</u>

*1 Includes decreased funding of \$628,500 in disposal charges.

*2 Includes decreased fundings of \$13,100 for solid waste reductions and \$5,000 for miscellaneous water reductions.

*3 Includes decreased funding of \$775,000 in disposal charges.

*4 Includes one-time funding of \$6,300 for hepatitis B vaccinations.

PUBLIC WORKS—TRANSPORTATION AND POLICY PROGRAM SUMMARY

PROGRAM MANAGER—TRANSPORTATION POLICY MANAGER

PROGRAM MISSION STATEMENT

Manage transportation planning initiatives, the sale and management of City-owned real property, policy analysis and provide office support functions.

PROGRAM FUNCTIONS

- Manage the acquisition, lease or disposal of City real property.
- Represent the City in regional transportation issues and congestion management planning.
- Participate in the allocation of transportation funds within the County through the Valley Transportation Authority.
- Perform analysis and provide information on local and regional transportation planning efforts, including congestion management programs, the Valley Transportation Plan 2020, Caltrain and Measure A/B programs.
- Manage City-owned land and other property.
- Furnish office support to the department and help the public resolve Public Works-related inquiries.
- Manage department records retention.
- Manage commute alternatives services for City employees.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Continue implementing the Senior Center/Community Center Master Plan, including a new Senior Center and senior day health care.
- Continue to work with the Santa Clara Valley Transportation Authority (VTA) on the Route 85/U.S. 101 interchange improvement construction.
- Continue to participate on the various VTA committees related to technical transportation and capital funding issues.
- Continue to work on issues related to the governance and maintenance of the Hetch-Hetchy water system.
- Continue to evaluate strategies to leverage City-owned properties and to acquire other properties to accomplish City objectives.
- Serve as staff liaison to the Council Transportation Committee and Bicycle/Pedestrian Advisory Committee.

PUBLIC WORKS—TRANSPORTATION AND POLICY PROGRAM SUMMARY

- Coordinate and assist in implementation of City bicycle and pedestrian initiatives.

MAJOR PROGRAM CHANGES

- General Operating Fund:

Congestion Management Agency

\$7,400

Provides funding for an increase in Congestion Management Agency fees. All cities in Santa Clara County and the County itself are assessed a portion of the Congestion Management Program costs (operated by the Santa Clara Valley Transportation Authority). *Maintains current level of service.*

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**PUBLIC WORKS - TRANSPORTATION AND POLICY
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2001-02 ADJUSTED</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Transportation and Policy Manager	1	1	1
Real Property Manager	1	1	1
Senior Administrative Analyst	1	0.33 *	0.33
Executive Assistant	1	1	1
Office Assistant III	1.50	1.50	1.50
Office Assistant I/II	1	1	1
Total Permanent	6.50	5.83	5.83
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	6.50	5.83	5.83

* Transferred .67 Senior Administrative Analyst position to the Business Services Program.

<u>EXPENDITURE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries Wages and Benefits	\$ 394,469	512,460	527,579
Supplies and Other Services	180,110	179,555	186,955
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 574,579	692,015	714,534

<u>REVENUE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Rents & Leases	\$ 0	10,501	18,000
State Intergovernmental Revenue	8,290	0	0
Miscellaneous Revenue	6,820	8,000	8,000
Interfund Revenue Transfers	50,000	0	0
TOTAL REVENUES	\$ 65,110	18,501	26,000

**PUBLIC WORKS - TRANSPORTATION AND POLICY
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 327,050	426,684	437,512
Wages	4,650	0	0
Benefits	62,769	85,776	90,067
	<u>\$ 394,469</u>	<u>512,460</u>	<u>527,579</u>
<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 6,161	23,605	23,605
Maintenance and Operations	0	0	0
Utilities	108	0	0
Professional/Technical Svcs	170,774	152,000 *1	159,400 *2
Other Expenses	3,067	3,950	3,950
	<u>\$ 180,110</u>	<u>179,555</u>	<u>186,955</u>

*1 Includes increased funding of \$8,900 for Congestion Management Agency dues.

*2 Includes increased funding of \$7,400 for Congestion Management Agency dues.

NOTES

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PUBLIC WORKS—ENGINEERING PROGRAM SUMMARY

PROGRAM MANAGER—ASSISTANT PUBLIC WORKS DIRECTOR—ENGINEERING

PROGRAM MISSION STATEMENT

Manage engineering design and the capital project process, including construction contract administration and inspection, traffic engineering and private development reviews.

PROGRAM FUNCTIONS

- Prepare the City's annual Capital Improvement Program and assist other departments with project planning and proposals.
- Review, evaluate and regulate private and public development and construction in conformance with the City's General Plan, ordinances and policies.
- Provide for the safe, efficient and convenient circulation of vehicles, bicycle and pedestrian traffic within the community.
- Represent the City's interest in local and regional public works studies and projects, and encourage the highest design and environmental quality in public and private improvements.
- Provide civil engineering design services, manage capital project planning and design and construction contract administration services to promote efficient completion of capital improvement projects.
- Perform construction inspection of off-site private development construction projects to ensure compliance with plans, specifications, regulations, ordinances and policies.
- Furnish timely and effective delivery of engineering services to City Council, committees, citizens and other City departments.
- Improve effectiveness and on-schedule delivery of high-priority assignments by properly assigning division resources and coordinating their efforts.
- Support division personnel with effective training, development and work evaluation programs.
- Review and provide input to the construction documents sponsored by other departments.
- Provide analytical and administrative support relating to assessment districts.
- Develop and maintain the Capital Improvement Program data base and prepare semiannual status reports and monthly updates on major projects.
- Maintain traffic-related records, conduct surveys and perform studies as necessary for analysis of traffic problems and develop and implement mitigation measures when appropriate.
- Review maps and plans of proposed private developments and assist developers, consultants, engineers and the public in complying with the City's conditions of approval for private developments.

PUBLIC WORKS—ENGINEERING PROGRAM SUMMARY

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Complete construction of the Senior Center temporary facility.
- Undertake design of the permanent Senior Center in coordination with the Community Services Department.
- Complete design and advertise for bids for the new Miramonte Reservoir project.
- Complete construction of the Evelyn Avenue reconstruction project, Phase III, and utility undergrounding from Pioneer Way to Bernardo Avenue.
- Prepare the Fiscal Year 2004-05 Capital Improvement Program.
- Undertake other capital improvement projects, including:
 - Shoreline Boulevard Reconstruction
 - Shoreline Maintenance Facility
 - Stevens Creek Trail Overcrossing at Moffett Boulevard
 - Permanente Creek Pedestrian/Bike Overcrossing of U.S. 101
- Complete the Evelyn Avenue/Shoreline Boulevard water supply well.
- Complete design and advertise for bids for the Downtown Parking Structure No. 2 at California and Bryant Streets.
- Complete design and advertise for bids for the golf pro shop/cart storage facility expansion.
- Complete the Rengstorff Avenue grade separation feasibility review.
- Undertake design of new Fire Station No. 5 in the North Bayshore Area.
- Complete the environmental impact report for the Stevens Creek Trail, Reach 4, Segment 2 from Yuba Drive to Mountain View High School.
- Monitor and participate in the Santa Clara Valley Water District's Permanente Creek planning study.
- Provide support in the coordination of private development projects, including:
 - Old Emporium Site
 - El Camino Hospital
 - Ellis/Middlefield Area
 - Various Downtown Development Sites
- Apply the Neighborhood Traffic Management Program in neighborhoods that request traffic control measures and monitor the results.
- Manage the processing of private developments, fiber-optic projects and encroachment permits.

PUBLIC WORKS—ENGINEERING PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Associate Engineer (\$96,000)

Eliminates 1.0 Associate Engineer position that was created to support Pavement Management System surveys and develop annual capital projects during a period of peak workload (functions previously performed by the Design Section Engineers). There is currently sufficient capacity in the Design Engineering group to return these functions. Also, reclassifies an existing Senior Civil Engineer in Land Development to Associate Engineer. *No service level impact.*

Capital Program Management No Net Adjustment

Eliminates the Capital Program Manager and reclassifies a Senior Civil Engineer to a Principal Civil Engineer. The Principal Civil Engineer will assume capital program management responsibilities. This establishes parity with other engineering managers who provide staff oversight while concurrently handling their own project workload. *No significant impact.*

Capital Projects Staffing \$8,600

Eliminates 1.0 Public Works Inspector II position and transfers 1.0 Associate Engineer currently charged 100 percent to capital projects to construction. The transfer of this position aligns resources with the reduced capital project workload. *No significant impact anticipated.*

Miscellaneous Reductions (\$21,100)

Reduces training, conference and travel budgets and miscellaneous office equipment and small contract expenditures. *Reduces technical and managerial training for staff.*

- Water Fund:

Reclassify Senior Civil Engineer to Principal Civil Engineer (\$3,700)

Reallocates the Senior Civil Engineer that was partially allocated to the Water Fund to Capital Projects Management.

- Solid Waste Management Fund:

Associate Engineer (\$27,400)

Eliminates 1.0 Associate Engineer, of which .25 was funded by the Solid Waste Fund. See General Operating Fund above.

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LHP-761-05^

PUBLIC WORKS - ENGINEERING PROGRAM SUMMARY

POSITIONS	2001-02 ADJUSTED	2002-03 ADOPTED	2003-04 ADOPTED
Capital Program Manager	1	1	0 *7
Principal Civil Engineer	3	3	4 *8
Traffic Engineer	1	1	1
Senior Civil Engineer	5	5	4 *8/9
Senior Project Manager	3	3	2 *9
Project Manager	2 *1	3 *3	2 *7
Jr/Asst/Associate Engineer (Civil)	6	5 *3/4	5 *4/8
Engineering Assistant III	1	1 *4	0 *4
Engineering Assistant I/II	1	2 *5	2
Senior Public Works Inspector	1	1	1
Public Works Inspector I/II	3 *2	2 *6	1 *7
Environmental Compliance Specialist	1	0 *5	0
Total Permanent	28	27	22
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	28	27	22

*1 Position count includes one 2-year Limited Term Project Manager position ending 6/30/03.

*2 Position count includes one 3-year limited term Public Works Inspector I/II position expiring 6/30/04.

*3 Reclassified one Jr/Asst/Associate Engineer (Civil) position to a Project Manager.

*4 Unfunded one Jr/Asst/Associate Engineer (Civil) position and one Engineering Assistant III position for FY 2002-03 and eliminated them in FY 2003-04.

*5 Transferred one Engineering Assistant I/II position from the Engineering and Environmental Compliance Program and transferred the Environmental Compliance Specialist position to the Engineering and Environmental Compliance Program.

*6 Eliminated the Limited Term Public Works Inspector position.

*7 Eliminated the Capital Program Manager position, the limited term Project Manager position, and a Public Works Inspector I/II position.

*8 Reclassified one Senior Civil Engineer position to Principal Civil Engineer and reclassified a second Senior Civil Engineer position to a Jr/Asst/Associate Engineer (Civil).

*9 Mid-year reclassification of a Senior Project Manager position to a Senior Civil Engineer.

EXPENDITURE SUMMARY	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
Salaries Wages and Benefits	\$ 1,652,792	1,501,214	1,346,942
Supplies and Other Services	283,309	437,015	365,945
Capital Outlay	3,370	9,720	0
Interfund Expenditures	7,062	14,800	13,300
TOTAL EXPENDITURES	\$ 1,946,533	1,962,749	1,726,187

**PUBLIC WORKS - ENGINEERING
PROGRAM SUMMARY**

<u>REVENUE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
General Licenses & Permits	\$ 53,285	23,000	32,000
General Service Charges	122,631	73,500	96,500
Miscellaneous Revenue	5,578	7,280	3,200
TOTAL REVENUES	\$ 181,494	103,780	131,700

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Labor Chargeback	\$ (935,248)	(1,547,180) *	(1,433,845)
Salaries	2,112,297	2,490,070	2,254,769
Wages	81,942	60,800	60,800
Benefits	393,801	497,524	465,218
	\$ 1,652,792	1,501,214	1,346,942

* Includes additional credit of \$24,000 for charging clerical staff time to capital improvement projects.

<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 18,004	24,145	18,300
Maintenance and Operations	63,020	65,065	76,065
Utilities	93,023	111,000 *1	86,000
Professional/Technical Svcs	98,832	166,500	174,000
Other Expenses	10,430	70,305 *2	11,580
	\$ 283,309	437,015	365,945 *3

*1 Includes decreased funding of \$95,000 for traffic signal electricity.

*2 Includes one-time fundings of \$25,000 for additional outside plan checking services and \$25,000 for contract construction inspection services.

*3 Includes decreased fundings of \$21,100 for miscellaneous reductions.

PUBLIC WORKS—STREETS AND UTILITIES MAINTENANCE PROGRAM SUMMARY

OVERSEEING MANAGER—ASSISTANT PUBLIC WORKS DIRECTOR— PUBLIC SERVICES

PROGRAM MANAGER—UTILITIES SERVICES MANAGER

PROGRAM MISSION STATEMENT

Manage, operate and maintain facilities and infrastructure for water distribution, water reclamation and sewer and storm water collection and treatment, and repair and maintain roadways and sidewalks.

PROGRAM FUNCTIONS

- Plan, manage, operate and maintain potable and blended water supply and distribution systems.
- Plan, manage, operate and maintain wastewater collection, treatment and discharge systems.
- Plan, manage and maintain public streets, sidewalks, parking lots and streetlight systems.
- Review, update, maintain and implement master plans for the water, wastewater and storm water systems.
- Meet State and Federal water quality standards.
- Maintain, operate and/or replace key water system facilities, including valves, meters, fire hydrants and backflow prevention devices and deliver 12.7 million gallons of water per day to City customers.
- Read water meters (approximately 16,000) in a timely and accurate manner.
- Ensure the trouble-free operation of the sewage pump station, retention basins and storm water removal stations through preventive maintenance.
- Provide services for the installation of sewer laterals and connections.
- Maintain the City's 1,300 catch basins and 75 miles of storm drains.
- Clear blockages during storms and make necessary repairs.
- Assure the collection and transmission of sewage to the Palo Alto Regional Water Quality Control Plant (approximately nine million gallons per day).
- Repair, replace and maintain City traffic signs.
- Sweep City streets and keep City right-of-way free of litter and graffiti.

PUBLIC WORKS—STREETS AND UTILITIES MAINTENANCE PROGRAM SUMMARY

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Develop and submit a coordinated Water System Vulnerability Plan in conjunction with the Santa Clara Valley Water District plan.
- Consolidate management oversight of water, wastewater and street operations.
- Implement the new consolidated approach to street excavation work.
- Implement the Hansen Computerized Maintenance Management System in the Water Meter Section.
- Continue implementation of Phase II of the Supervisory Control and Data Acquisition (SCADA) system, including reporting sewer flows from main trunk lines, water well operational levels and real-time data from San Francisco Public Utilities Commission (SFPUC) water connections.
- Continue implementing Phase II (third year of a five-year program) of an automated radio transmitter meter reading system for commercial water accounts.
- Coordinate water operations with the San Francisco Public Utilities Commission (SFPUC) for the chloramine disinfection change in fall 2003.
- Participate in regional reclaimed water use project development.
- Begin gathering location data for signs and streetlights to incorporate into the Public Works Department geographic information system, and develop preventive maintenance schedules and asset maps.
- Perform all major street maintenance functions, including crack sealing, asphalt concrete patching, street sweeping, streetlight maintenance, leaf removal, sidewalk repair and sign/street legend painting according to the program schedule to limit reactive, unscheduled work.

MAJOR PROGRAM CHANGES

- General Operating Fund:

Reallocates portions of a Streets Supervisor, 6.0 Streets Maintenance Workers and 1.0 Lighting and Traffic Technician to Other Funds

(\$140,300)

Shifts responsibility for water and wastewater construction street excavations and repairs to the Streets Section, and allocates Streets staff expenses to utility funds. Will generate additional savings by reducing fleet size (anticipated return of one backhoe and two dump trucks). *Impacts Streets operations.*

PUBLIC WORKS—STREETS AND UTILITIES MAINTENANCE PROGRAM SUMMARY

Streets Maintenance Worker II	(\$77,100)
Eliminates a Streets Maintenance Worker II and reclassifies a Water Utility Worker II position to assist with systems administration work (primarily GIS). <i>Impacts Streets operations.</i>	
Streets and Landfill Manager	(\$76,300)
Eliminates the Streets and Landfill Manager that directs the maintenance operations of the Streets and Landfill Postclosure crews. Eliminating this position through the department reorganization will shift management of street maintenance to the Utilities Services Manager, who will also implement the new approach to accomplishing utility excavations. Management responsibility for landfill maintenance operations will be shifted to the Engineering and Environmental Compliance Manager, which will consolidate all regulatory compliance and maintenance operations under one operation. <i>Increases workload and span of control for both of these managers, resulting in the concern for potential diminished management effectiveness in the programs.</i>	
Streets Supervisor Position	(\$58,000)
Eliminates the Streets Supervisor position and will significantly increase the workload and span of control for the remaining Supervisor and three lead workers. The Streets Maintenance Worker II classification provides technical and functional field supervision, and the reorganization will require each of them to assume a higher level of responsibility. <i>Impacts to customer service may occur to some degree, but is difficult to determine prospectively. Likely to extend the current practice of responding to customers within 24 hours to 48 hours for nonemergency requests.</i>	
Pavement Maintenance	(\$44,500)
Eliminates Landfill Maintenance operation materials hauling contract and reduces maintenance materials related to hauling services for postclosure activities and for water and wastewater excavations and repairs. <i>Eliminates contract and shifts work to existing Streets staff. Minimal service level impact anticipated.</i>	
Supplies and Materials	(\$20,000)
Reduces materials and supplies budget for streetlights and signs. <i>Reduces the inventory of light poles and related components and may result in delayed replacements of poles damaged in accidents. Discontinues sign manufacturing for other departments, and signs will not be replaced until they substantially deteriorate.</i>	
• Shoreline Regional Park Community Fund:	
Streets Maintenance	\$23,800
Reallocates portions of a Streets Supervisor, 6.0 Streets Maintenance Workers and 1.0 Lighting and Traffic Technician, shifts responsibility for street excavations and repairs to the Streets Section and allocates Streets staff expenses from the General Operating Fund to the Shoreline Regional Park Community Fund and Utility Funds	

PUBLIC WORKS—STREETS AND UTILITIES MAINTENANCE PROGRAM SUMMARY

proportionately to the costs of services benefiting each fund. *Impacts Streets operations.*

- Water Fund:

Water Position Reductions (\$181,600)

Eliminates 1.0 Meter Service Worker II position (\$72,600), 1.0 Water Utility Worker II position (\$71,100) and .5 Heavy Equipment Operator position (\$37,900). With the reallocation of street excavation work to Streets employees and the shift of positions from Utility Workers to System Operators, the program can function with one utility crew instead of two. Consequently, a vacant Utility Worker II position is eliminated. A vacant Meter Service Worker II is also eliminated as the position has been vacant for some time with no measurable impact on meter reading schedules. Also, the shift of responsibility for street excavations enables the elimination of a vacant Heavy Equipment Operator that is funded 50 percent by Water and 50 percent by Wastewater.

Miscellaneous Reductions (\$89,100)

Reduces various accounts for miscellaneous reductions in contracts (\$12,000), clothing and laundry (\$7,100), telephone and radio (\$1,000), replacement parts (\$15,000), maintenance (\$40,500), training and travel (\$4,500), rent and leases (\$2,000) and general supplies (\$7,000).

Streets Maintenance \$32,500

Reallocates portions of a Streets Supervisor and 6.0 Streets Maintenance Workers. Shifts responsibility for water and wastewater construction street excavations and repairs to the Streets Section and allocates Streets staff expenses to utility funds.

BAWSCA Membership Increase \$18,000

The City of Mountain View pays membership dues to the Bay Area Water Supply and Conservation Agency (BAWSCA) along with 28 other member agencies. BAWSCA represents the interest of its members by negotiating with the San Francisco Water Department (SFWD). Dues are assessed based on each member's water purchases. The City's dues have increased steadily over the past several years and has been absorbed in the operating budget. This addition is needed as the cumulative increases can no longer be absorbed.

- Wastewater Fund:

Miscellaneous Reductions (\$101,200)

Reduces various accounts for miscellaneous reductions in contracts (\$49,000), clothing and laundry (\$2,000), telephone and radio (\$1,000), utilities (\$20,000), maintenance (\$17,500), training and travel (\$6,700) and general supplies (\$5,000).

**PUBLIC WORKS—STREETS AND UTILITIES MAINTENANCE
PROGRAM SUMMARY**

Streets Maintenance

\$49,600

Reallocates portions of a Streets Supervisor and 6.0 Streets Maintenance Workers. Shifts responsibility for water and wastewater construction street excavations and repairs to the Streets Section and allocates Streets staff expenses to utility funds.

Wastewater Position Reductions

(\$44,300)

Eliminates .5 Heavy Equipment Operator position (\$37,900). The shift of responsibility for street excavations enables the elimination of a vacant Heavy Equipment Operator position that is funded 50 percent by Water and 50 percent by Wastewater. Also reclassifies a Wastewater Utility Worker III to a Wastewater Utility Worker I/II position (\$6,400).

GAH/BUD
LHP-761-06^

**PUBLIC WORKS - STREETS AND UTILITIES MAINTENANCE
PROGRAM SUMMARY**

POSITIONS	2001-02 ADJUSTED	2002-03 ADOPTED	2003-04 ADOPTED	
Utilities Services Manager	1	1	1	
Streets and Landfill Maintenance Manager	0.50	0.50	0	*4
Water Meters Supervisor	1	1	1	
Utilities Systems Supervisor	1	1	1	
Water Distribution Supervisor	1	1	1	
Wastewater Supervisor	1	1	1	
Streets Supervisor	2	2	1	*4
Utilities Inspector/Locator	1	1	1	
Water Quality Technician	1	1	1	
Telemetry Technician	1	1	1	
Utility Systems Specialist	1	1	1	
Senior Utilities Systems Technician	2	2	2	
Senior Water System Operator	1	1	1	
Water System Operator	3	3	3	
Heavy Equipment Specialist	1	1 *1	0.50	*1
Heavy Equipment Operator	2	2	1	*5
Cross-Connection Cntrl Specialist	1	1	1	
Lighting and Traffic Technician	1	1	1	*6
Streets Maintenance Worker III	3	3	3	*6
Streets Maintenance Worker I/II	7	5.80 *2	5	*4
Streetsweeper Operator	2	2	2	*6
Meter Service Worker III	1	1	1	
Meter Service Worker I/II	5	5	4	*5
Water Utility Worker III	2	2	2	
Water Utility Worker I/II	4	4	3	*5
Wastewater Utility Worker III	3	3	2	*7
Wastewater Utility Worker I/II	4	4	5	*7
Office Assistant III	2	2	2	
Total Permanent	55.50	54.30	48.50	
Total Part-Time Hourly	1.26	0.50 *3	0.50	
TOTAL POSITIONS	56.76	54.80	49	

*1 Unfunded one Heavy Equipment Specialist position for FY 2002-03, eliminated it in FY 2003-04 and split the remaining position with the Engineering and Environmental Compliance Program.

*2 Eliminated one Streets Maintenance Worker I/II position and transferred .20 Streets Maintenance Worker I/II position to the Business Services Program.

*3 Eliminated seasonal hourly help.

*4 Eliminated the Streets and Landfill Maintenance Manager position, one Streets Supervisor position, and one Streets Worker I/II position (.20 budgeted in the Business Services Program). Positions were transferred from the eliminated Streets and Landfill Maintenance Program.

*5 Eliminated one Heavy Equipment Operator position, one Meter Service Worker I/II position, and one Water Utility Worker I/II position.

*6 Positions transferred from the eliminated Streets and Landfill Maintenance Program.

*7 Reclassified a Wastewater Utility Worker III position to a Wastewater Utility Worker I/II.

**PUBLIC WORKS - STREETS AND UTILITIES MAINTENANCE
PROGRAM SUMMARY**

<u>EXPENDITURE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries Wages and Benefits	\$ 3,847,675	4,496,753	4,161,215
Supplies and Other Services	13,748,861	13,906,220	14,927,326
Capital Outlay	89,605	0	0
Interfund Expenditures	399,622	438,000	459,600
TOTAL EXPENDITURES	<u>\$ 18,085,763</u>	<u>18,840,973</u>	<u>19,548,141</u>

<u>REVENUE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
State Intergovernmental Revenue	\$ 25,682	0	0
Water Service Charges	13,264,847 *1	13,497,900 *1	14,692,849 *4
Wastewater Service Charges	8,045,922 *2	8,723,331 *3	9,213,070 *3
Blended Water Charges	371,746	350,000	350,000
Water Main Extensions	16,560	15,000	5,000
Wastewater Main Extensions	35,571	30,000	30,000
Miscellaneous Revenue	278,571	242,780	242,000
Interfund Revenue Transfers	62,400	62,400	32,400
TOTAL REVENUES	<u>\$ 22,101,299</u>	<u>22,921,411</u>	<u>24,565,319</u>

*1 Includes rate increase of 3%.

*2 Includes rate increase of 4%.

*3 Includes rate increase of 8%

*4 Includes rate increase of 6%

**PUBLIC WORKS - STREETS AND UTILITIES MAINTENANCE
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 3,069,524	3,629,362	3,344,497
Wages	32,632	18,065	18,440
Benefits	745,519	849,326	798,278
	<u>\$ 3,847,675</u>	<u>4,496,753</u>	<u>4,161,215</u>
<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 551,593	579,240	498,140
Maintenance and Operations	51,416	132,450	74,450
Utilities	11,980,134	12,768,190 *1	14,012,376 *3
Professional/Technical Svcs	242,981	279,500	189,750
Other Expenses	922,737	146,840 *2	152,610 *4
	<u>\$ 13,748,861</u>	<u>13,906,220</u>	<u>14,927,326 *5</u>

*1 Includes decreased funding of \$54,000 for gas and electricity.

*2 Includes increased funding of \$34,000 for Bay Area Water Users Association membership and transfer of the Franchise Tax and In-Lieu Tax totalling \$819,080 to the non-departmental account.

*3 Includes increased funding of \$1,323,000 for water cost increases and decreased funding of \$56,000 for wastewater treatment costs.

*4 Includes increased funding of \$18,000 for Bay Area Water Supply and Conservation Agency membership.

*5 Includes decreased fundings of \$44,500 for pavement maintenance, \$20,000 for general fund supplies and materials, \$89,100 for miscellaneous water reductions, and \$101,200 for miscellaneous wastewater reductions.

PUBLIC WORKS—ENGINEERING AND ENVIRONMENTAL COMPLIANCE PROGRAM SUMMARY

OVERSEEING MANAGER—ASSISTANT PUBLIC WORKS DIRECTOR— PUBLIC SERVICES

PROGRAM MANAGER—ENVIRONMENTAL ENGINEERING MANAGER

PROGRAM MISSION STATEMENT

Provide engineering and environmental compliance services to the Public Services Division.

PROGRAM FUNCTIONS

- Engineer and maintain the cap/leachate/gas extraction systems for the City's closed landfills.
- Meet all applicable Federal, State and local regulations.
- Assure postclosure activities comply with all regulatory requirements by: (1) guiding City crews; (2) administering contracts for groundwater, leachate and gas monitoring; (3) developing cost-effective corrective action programs; and (4) minimizing differential settlement groundwater contamination, odors and visual impact on Shoreline users, lessees and adjacent property owners.
- Provide engineering support and direction for the Public Services Division.
- Coordinate the Public Services Division annual CIP process.
- Participate in capital improvement project design and construction.
- Comply with regulatory requirements related to landfill postclosure maintenance.
- Manage and maintain the landfill gas collection system and flare station.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Implement and monitor the Shoreline Sailing Lake Management Study recommendations to maintain a healthy lake system.
- Integrate landfill maintenance operations into the section.
- Coordinate water system improvements to accommodate the San Francisco Water Department's conversion from chlorine to chloramine disinfection.
- Coordinate the design and environmental review process of the proposed Graham Reservoir.
- Modify the existing landfill groundwater monitoring program to account for full capture of shallow groundwater under the landfill to reduce program cost where appropriate.
- Complete landfill flare station and field implementation upgrades.
- Complete the MOC covered storage, settling tank, dump pad and paving project.

PUBLIC WORKS—ENGINEERING AND ENVIRONMENTAL COMPLIANCE PROGRAM SUMMARY

- Manage the design and construction for water, sewer, storm drainage and roadway annual projects.
- Begin using laptop computers for field landfill gas well-reading data collection.

MAJOR PROGRAM CHANGES

- Solid Waste Management Fund:

Streets and Landfill Manager (\$76,300)

Eliminates the Streets and Landfill Manager that directs the maintenance operations of the Streets and Landfill Postclosure crews. Management responsibility for landfill maintenance operations will be shifted to the Engineering and Environmental Compliance Manager, which will consolidate all regulatory compliance and maintenance operations under one operation.

Streets Supervisor Position (\$15,100)

Eliminates a Streets Supervisor position and a portion of this position is allocated to the Solid Waste Fund as it relates to street sweeping.

GAH/BUD
LHP-761-07^

**PUBLIC WORKS - ENGINEERING AND ENVIRONMENTAL COMPLIANCE
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2001-02 ADJUSTED</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>	
Environmental Engineering Manager	1	1	1	
Streets and Landfill Maintenance Manager	0.50	0.50	0	*3
Principal Civil Engineer	1	1	1	
Senior Civil Engineer	2	2	2	
Jr/Asst/Associate Engineer (Civil)	1	1	0	*4
Postclosure Supervisor	1	1	1	*5
Environmental Compliance Specialist	0	1 *1	1	
Senior Landfill System Operator	2	2	2	*5
Heavy Equipment Specialist	1	1 *2	0.50	*2
Landfill System Operator	3	3	3	*5
Engineering Assistant I/II	1	0 *1	0	
Secretary	1	1	1	
Total Permanent	<u>14.50</u>	<u>14.50</u>	<u>12.50</u>	
Total Part-Time Hourly	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL POSITIONS	<u><u>14.50</u></u>	<u><u>14.50</u></u>	<u><u>12.50</u></u>	

*1 Transferred the Environmental Compliance Specialist position from the Engineering Program and transferred one Engineering Assistant I/II position to the Engineering Program.

*2 Unfunded one Heavy Equipment Specialist position for FY 2002-03, eliminated it in FY 2003-04 and split the remaining position with the Streets and Utilities Maintenance Program.

*3 Eliminated the Streets and Landfill Maintenance Manager position. Position was transferred from the eliminated Streets and Landfill Maintenance Program.

*4 Eliminated the Jr/Asst/Associate Engineer (Civil) position.

*5 Positions transferred from the eliminated Streets and Landfill Maintenance Program.

<u>EXPENDITURE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries Wages and Benefits	\$ 1,289,059	1,441,506	1,310,560
Supplies and Other Services	505,875	784,990	784,990
Capital Outlay	0	0	0
Interfund Expenditures	28,574	52,600	49,500
TOTAL EXPENDITURES	<u><u>\$ 1,823,508</u></u>	<u><u>2,279,096</u></u>	<u><u>2,145,050</u></u>

**PUBLIC WORKS - ENGINEERING AND ENVIRONMENTAL COMPLIANCE
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 1,043,513	1,194,574	1,067,033
Wages	14,065	0	0
Benefits	231,481	246,932	243,527
	<u>\$ 1,289,059</u>	<u>1,441,506</u>	<u>1,310,560</u>
<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 99,550	133,737	133,737
Maintenance and Operations	3,665	2,300	2,300
Utilities	130,591	108,150	108,150
Professional/Technical Svcs	240,115	439,300	439,300
Other Expenses	31,954	101,503	101,503
	<u>\$ 505,875</u>	<u>784,990</u>	<u>784,990</u>

PUBLIC WORKS—FACILITIES PROGRAM SUMMARY

OVERSEEING MANAGER—ASSISTANT PUBLIC WORKS DIRECTOR— PUBLIC SERVICES

PROGRAM MANAGER—FACILITIES SERVICES MANAGER

PROGRAM MISSION STATEMENT

Operate, maintain and improve buildings and structures.

PROGRAM FUNCTIONS

- Manage, maintain and improve City buildings.
- Provide facilities maintenance, project management and contract administrative services.
- Provide design services for modifying existing City buildings.
- Represent the operation and maintenance perspective in building design, modification and construction.
- Develop and implement standard operating policies and procedures.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Implement the Hansen Computerized Maintenance Management System for work order tracking.
- Perform building maintenance activities outlined in the fourth year of the 10-year building maintenance schedules.
- Complete the second year of improvements to City facilities to meet the Americans with Disabilities Act (ADA) guidelines, as outlined in the ADA Compliance Strategic Plan.
- Complete remaining emergency power plan CIP objectives at City Hall and Fire Station No. 1.

MAJOR PROGRAM CHANGES

- General Operating Fund:

Janitorial Contract

(\$84,000)

Reduces janitorial contract by 20.0 percent, net of anticipated COLA increase.

Impacts include reducing the frequency of service at City Hall, the Center for the Performing Arts, the Police/Fire Administration Building, Library, the Mountain View and Whisman Sports Center and the Teen Center. Quarterly janitorial service at the Eagle Park Pool and Cuesta Tennis Center will be assumed by existing contract staff.

PUBLIC WORKS—FACILITIES PROGRAM SUMMARY

Contracts	(\$70,800)
<i>Reduces contract services budget to reflect actual expenses, reduces contract services related to fire extinguisher and sprinkler testing and contractual electrical services. Inspections will be coordinated by Public Services staff and performed by building/office occupants. Wet pipe fire sprinkler testing will be redirected to the alarm contractor and will occur in conjunction with alarm testing at a reduced rate. Minimal service level impact. Additional minor electrical work will be assumed by Facilities staff, reducing the time allocated to nonmaintenance activities.</i>	
Eliminate Facilities Supervisor and Reclassify Facilities Maintenance Worker II to Facilities Maintenance Worker III	(\$49,000)
<i>Supervision of field crews will be absorbed by the Facilities Manager and two lead workers (Facilities Maintenance Worker IIIs). Increases response times to customers as the Manager spends more time supervising work in the field. These impacts are difficult to quantify prospectively, and it is unclear how the overall program will be affected.</i>	
Reallocate portions of Facilities Manager, Project Manager and Facilities Maintenance Worker IIs to Shoreline Regional Park Community (SRPC) Fund	(\$34,600)
<i>Charges to the fund will reflect facilities maintenance services provided to the Shoreline Park operation. No service level impact.</i>	
Supplies and Materials	(\$28,000)
<i>Reduces tool, hardware, plumbing, electrical and similar purchases, reduces stock of HVAC filters. No significant impact.</i>	
Miscellaneous Reductions	(\$3,500)
<i>Reduces small contract expenditures. Reduces technical contract help.</i>	
• Shoreline Regional Park Community Fund:	
Facilities Staff	\$34,600
<i>Reallocates portions of Facilities Manager, Project Manager and Facilities Maintenance Worker positions time from the General Operating Fund to the Shoreline Regional Park Community Fund for costs of staff time spent on facilities and projects located in the Shoreline Community currently being absorbed by the General Operating Fund.</i>	

GAH/BUD
LHP-761-09^

**PUBLIC WORKS - FACILITIES
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2001-02 ADJUSTED</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>	
Facilities Services Manager	1	1	1	
Facilities Maintenance Supervisor	1	1	0	*1
Facilities Project Manager	1	1	1	
HVAC Technician	2	2	2	
Facilities Maintenance III	1	1	2	*2
Facilities Maintenance I/II	3	3	2	*2
Office Assistant III	1	1	1	
Total Permanent	<u>10</u>	<u>10</u>	<u>9</u>	
Total Part-Time Hourly	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL POSITIONS	<u>10</u>	<u>10</u>	<u>9</u>	

*1 Eliminated the Facilities Maintenance Supervisor position.

*2 Reclassified a Facilities Maintenance Worker I/II position to a Facilities Maintenance Worker III.

<u>EXPENDITURE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries Wages and Benefits	\$ 816,517	874,177	833,828
Supplies and Other Services	1,681,509	1,914,455	1,732,300
Capital Outlay	5,645	0	0
Interfund Expenditures	24,826	26,300	27,400
TOTAL EXPENDITURES	<u>\$ 2,528,497</u>	<u>2,814,932</u>	<u>2,593,528</u>

<u>REVENUE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Miscellaneous Revenue	\$ 126	0	0
Interfund Revenue Transfers	21,000	21,000	21,000
TOTAL REVENUES	<u>\$ 21,126</u>	<u>21,000</u>	<u>21,000</u>

**PUBLIC WORKS - FACILITIES
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 664,786	691,246 *1	650,856
Wages	0	0 *2	0
Benefits	151,731	182,931	182,972
	<u>\$ 816,517</u>	<u>874,177</u>	<u>833,828</u>

<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 42,998	27,095	23,095
Maintenance and Operations	623,278	710,450 *1	585,660
Utilities	843,131	1,015,025 *2	1,016,025
Professional/Technical Svcs	160,837	150,850 *3	99,985
Other Expenses	11,265	11,035	7,535
	<u>\$ 1,681,509</u>	<u>1,914,455</u>	<u>1,732,300 *4</u>

*1 Includes increased funding of \$7,600 for janitorial services.

*2 Includes decreased funding of \$403,500 for gas and electricity.

*3 Includes decreased funding of \$12,000 for miscellaneous maintenance services.

*4 Includes decreased fundings of \$84,000 for janitorial services, \$70,800 for maintenance contracts, \$28,000 for supplies and materials, and \$3,500 for miscellaneous reductions.

NOTES

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PUBLIC WORKS—FLEET SERVICES PROGRAM SUMMARY

OVERSEEING MANAGER—ASSISTANT PUBLIC WORKS DIRECTOR— PUBLIC SERVICES

PROGRAM MANAGER—FLEET SERVICES MANAGER

PROGRAM MISSION STATEMENT

Maintain, repair and purchase vehicles and equipment.

PROGRAM FUNCTIONS

- Procure and maintain the City's vehicle and equipment fleet.
- Maximize the useful life of the City's fleet by managing a preventive maintenance program.
- Perform safety inspections on heavy equipment and test emissions from all gasoline- and diesel-fueled vehicles to ensure compliance with State regulatory agencies.
- Provide technical advice for the fleet replacement program.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Continue expanding the application of the Public Services Computerized Maintenance Management System to improve Fleet Services operations and management information.
- Coordinate with customer departments to improve fleet management and reduce operating expenses.
- Implement a testing and preventative maintenance plan to improve the reliability of the emergency power generators and pump engines.
- Analyze the technical feasibility of using low-emission and alternative fuels for the City's vehicle fleet.
- Analyze the technical feasibility of retrofitting diesel fuel vehicles with high-efficiency exhaust filtration systems.

GAH/BUD
LHP-761-10^

**PUBLIC WORKS - FLEET SERVICES
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2001-02 ADJUSTED</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Fleet Services Manager	1	1	1
Equipment Maintenance Supervisor	1	1	1
Equipment Mechanic III	2	2	2
Equipment Mechanic I/II	4	4	4
Equipment Service Worker	1	1	1
Program Assistant	1	1	1
Total Permanent	10	10	10
Total Part-Time Hourly	0.12	0.12	0.12
TOTAL POSITIONS	10.12	10.12	10.12

<u>EXPENDITURE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries Wages and Benefits	\$ 839,596	920,366	945,060
Supplies and Other Services	465,214	626,567	626,567
Capital Outlay	736	12,600	45,000
Interfund Expenditures	22,025	22,000	25,000
TOTAL EXPENDITURES	\$ 1,327,571	1,581,533	1,641,627

<u>REVENUE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Miscellaneous Revenue	\$ 970	0	0
Equipment Maintenance Charges	1,439,041	1,662,100	1,698,800
TOTAL REVENUES	\$ 1,440,011	1,662,100	1,698,800

**PUBLIC WORKS - FLEET SERVICES
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 679,864	743,743	756,181
Wages	16,132	7,615	7,768
Benefits	143,600	169,008	181,111
	<u>\$ 839,596</u>	<u>920,366</u>	<u>945,060</u>
<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 16,218	15,800	15,800
Maintenance and Operations	417,490	589,072	589,072
Utilities	1,726	3,000	3,000
Professional/Technical Svcs	9,560	0	0
Other Expenses	20,220	18,695	18,695
	<u>\$ 465,214</u>	<u>626,567</u>	<u>626,567</u>

NOTES

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COMMUNITY SERVICES DEPARTMENT

The Community Services Department is responsible for delivery of recreation programs and services and for the maintenance of City-owned parks, roadway landscaping and street trees. In addition, the department is responsible for the continued development and operation of commercial and recreational activities at the City's 655-acre Shoreline at Mountain View regional park, 98 acres of other regional open space, for the programming and operation of the Mountain View Center for the Performing Arts, and for the operation and maintenance of Shoreline Golf Links.

ADMINISTRATION

Administration is responsible for the management of the Community Services Department.

PERFORMING ARTS DIVISION

Performing Arts is responsible for the management and operation of the Mountain View Center for the Performing Arts—a three-theater performing arts complex owned by the City. The Center and its staff service an active schedule of performances with a mix of community and regional artists. The Center provides a well-maintained and equipped facility; technical service support; computerized ticket sales operation; marketing and publication support; house and concession management; and a volunteer usher corps for 350 performances annually.

SHORELINE DIVISION

The Shoreline Division is responsible for operations, protection and enhancement of environment areas within Shoreline at Mountain View; rental and operations of the historic Rengstorff House; regulatory permits relating to open space and marsh restoration; and management of commercial leases within Shoreline at Mountain View.

SHORELINE GOLF LINKS DIVISION

Shoreline Golf Links is the City's 18-hole golf course, open for group and individual play 364 days a year.

The Shoreline Golf Links division is responsible for the operation and maintenance of the course, booking reservations and starting times; collecting and accounting for all fees charged at the course; renting and servicing golf cars; retail sales; operating and maintaining the practice range;

and maintaining the golf course (irrigation, mowing, fertilizing, aerating and associated cultural practices).

FORESTRY AND ROADWAY LANDSCAPE DIVISION

The Forestry and Roadway Landscape Division is responsible for maintaining the landscape on roadways, medians, overpasses and all nonpark City-owned lands; managing the Urban Forestry Program, which includes maintenance of the City street trees (including those in parks); and enforcement of the City's Heritage Tree Ordinance. Division personnel are also responsible for maintenance of 119.5 acres of roadway landscape and 33,000 trees. In addition to these responsibilities, division personnel maintain 12 acres in the downtown area consisting of Castro Street and the Civic Center and administers an Integrated Pest Management Program.

PARKS DIVISION

The Parks Division is responsible for protecting and maintaining the City's landscape investment at 31 urban parks (183.81 acres) and 4.0 miles of pedestrian trail along Stevens Creek, 655 acres of Shoreline park, 98 acres of other regional open space and supporting community recreational open space needs.

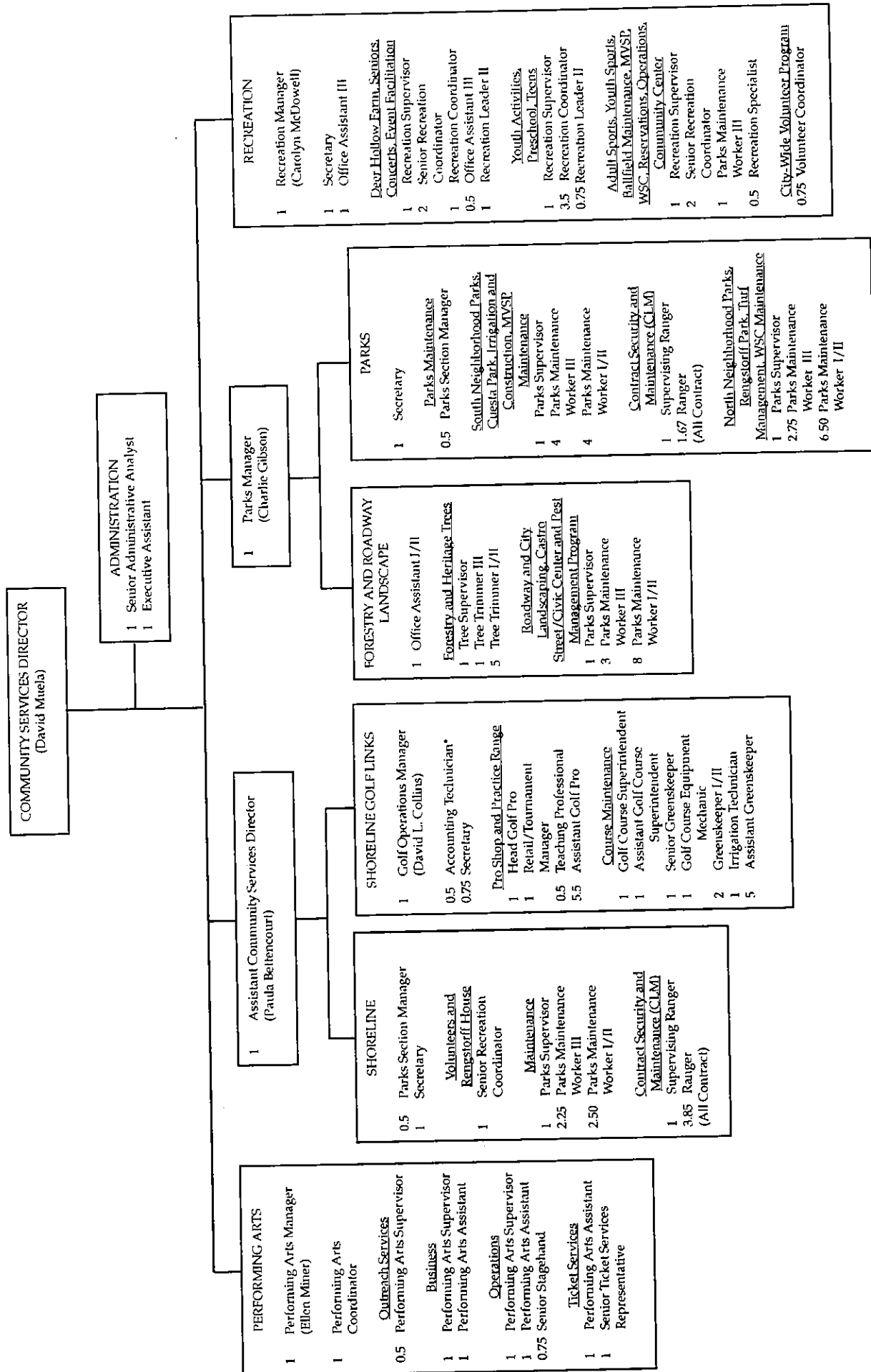
RECREATION DIVISION

Recreation provides an opportunity for community members to meet a portion of their recreation and social needs, introduce and develop leisure skills, promote healthy lifestyles, and stimulate community involvement and pride.

Activities, classes and events are held at Cuesta and Rengstorff District Parks, Crittenden and McKelvey Athletic Parks, Deer Hollow Farm, Mountain View Sports Pavilion, Whisman Sports Center, Community Center, Senior Center, Eagle and Rengstorff Pools, historic Adobe Building and various other park areas and school sites.

Program areas include: aquatics; adult and youth sports; seniors; cultural arts; preschool; elementary and teens; environmental education; volunteers; coordination of Downtown Parade, Tree Lighting, Halloween Family Festival, yard sale and summer concerts; reservations of buildings and facilities; and facilitation of special events.

COMMUNITY SERVICES DEPARTMENT



FISCAL YEAR 2003-04 POSITION TOTALS: 92.0 Full-Time
12.50 Permanent Part-Time
7.52 Contract

*Located in the Finance and Administrative Services Department but budgeted in the Community Services Department.

COMMUNITY SERVICES DEPARTMENT SUMMARY

DEPARTMENT MANAGER—COMMUNITY SERVICES DIRECTOR

DEPARTMENT MISSION STATEMENT

To provide park, recreation and cultural opportunities.

DEPARTMENT FUNCTIONS

- Assure that services provided are responsive to community needs.
- Assure that the department's services are provided in a cost-effective manner.
- Provide access to Performing Arts facilities and provide quality service for clients/licensees. (M 1, 2, 3)
- Provide entertainment opportunities for Center for the Performing Arts patrons. (M 2, 3, 5)
- Provide education and outreach opportunities to the community. (M 6)
- Comply with various regulatory agency requirements as they relate to wetlands, wildlife and land use in the Shoreline area. (M 7)
- Provide visitors a safe and secure passive outdoor recreation experience by proper maintenance and supervision of trails, pathways, turf areas and facilities in the Shoreline area. (M 8, 9)
- Manage Forestry Program, including maintenance of City trees and enforcement of the Heritage Tree Ordinance. (M 11, 12, 13, 16, 17)
- Maintain all City landscaped areas, including parks, Stevens Creek Trail, medians, roadways, vacant land and public facilities. (M 14, 15, 18, 21, 22, 23, 24)
- Conduct safety inspections of all park and playground areas and equipment. (M 19, 20)
- Conduct or schedule youth and adult recreation activities, classes and events based on community preferences. (M 25, 26, 27, 28, 29, 35, 36, 38, 39)
- Provide environmental education classes and camps at Deer Hollow Farm. (M 30, 31)
- Provide a comprehensive aquatics program using Eagle and Rengstorff Pools. (M 32, 33)
- Coordinate City-wide volunteer program. (M 4, 10, 37)
- Manage and operate golf course in such a manner as to maximize operating revenues and control operating expenses. (M 40)
- Provide golfing customers an enjoyable golfing experience. (M 41)

COMMUNITY SERVICES DEPARTMENT SUMMARY

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Continue efforts to locate and acquire open space in neighborhoods underserved in regard to park and recreation facilities.
- Assist with the Stevens Creek Trail, Reach 4, Segment 2 (Yuba Drive to Mountain View High School) environmental impact report in conjunction with the Public Works Department.
- Assist with construction of the Shoreline Maintenance Facility in conjunction with the Public Works Department.
- Assist with the design of the new Senior Center project in conjunction with the Public Works Department.
- Assist with the design of the Graham School site reservoir and athletic field in conjunction with the Public Works Department.
- Assist with construction of the interim Senior Center facility and relocation of senior programs in conjunction with the Public Works Department.
- Assist with the Shoreline Golf Links Pro Shop design in conjunction with the Public Works Department.
- Assist with the design and construction of Community Center building improvements and modifications in conjunction with the Public Works Department.
- Conduct a comprehensive fee and cost study of Recreation Division programs, services and facilities.
- Renovate play structures at Rex Manor, Bubba and San Veron Parks as outlined in the 2000 Playground Survey and Assessment Report.
- Review and revise Section 38 of the City Municipal Code regarding general use permits in conjunction with the Parks and Open Space Division and City Attorney's Office.
- Review and revise the athletic field use policy.

COMMUNITY SERVICES DEPARTMENT SUMMARY

PERFORMANCE/WORKLOAD MEASURES

	2001-02 Target	2001-02 Actual	2002-03 Target	2002-03 Actual	2003-04 Target
Performing Arts:					
1. Percentage of users (licensee) who rate the Center's services as "high quality"	>80%	81%	>80%	91%	>80%
2. Percentage of all patron surveys received indicating that the respondent enjoyed their time at the Center	>80%	98%	>80%	99%	>80%
3. Number of performances	380	386	350	390	380
4. Number of volunteer hours	10,500	10,552	7,500	10,854	10,500
5. Number of seats sold (including TheatreWorks performances of Lucie Stern facility events) ^(A)	140,000	177,534	110,000	173,414	140,000
6. Number of tickets given to Mountain View nonprofits by Center licensees as a result of Center outreach program.	400	996 ^(B)	400	818 ^(B)	400
Shoreline:					
7. Percentage of annual regulatory permits and reports completed on time	100%	No Reports Required	100%	100%	100%
8. Percentage of trail and park users rating satisfaction above average (maintenance of trails, safety, etc.)	>90%	99%	>90%	95%	>90%
9. Number of park visitors (# in thousands)	900	900 ^(C)	900	900 ^(C)	Discontinued
10. Volunteer time staffing equivalent	5.5 FTE	2.3 FTE ^(D)	5.5 FTE	2.8 FTE ^(D)	3.0 FTE
Forestry:					
11. Percent of trees serviced versus scheduled as part of cyclic pruning program	>75%	76%	>75%	81%	>75%
12. Average cost of trimming per tree (based on industry standards)	\$128	\$97	\$128	\$100 ^(E)	\$128
13. Percent of trees planted in the prior year receiving maintenance	>95%	100%	>95%	98%	>95%
14. Percent of roadway median islands serviced per program service standards (based on NRPA standards)	>95%	96%	>95%	95%	>95%
15. Percent of inquiries responded to within 24 hours	>95%	100%	>95%	97%	>95%
16. Number of trees planted annually	250	262	250	266	250
17. Number of trees trimmed or serviced annually	3,600	3,614	3,600	4,473 ^(F)	3,600
18. Acres maintained—roadway medians	114.5	114.5	114.5	119.5 ^(G)	119.5

**COMMUNITY SERVICES
DEPARTMENT SUMMARY**

	2001-02 Target	2001-02 Actual	2002-03 Target	2002-03 Actual	2003-04 Target
Parks:					
19. Percent of playground equipment in compliance with California SB 2733 and the Americans with Disabilities Act Accessibility Guidelines (ADAAG)	>25%	28%	>40%	41%	>45%
20. Percent of inspections completed biannually of all City-maintained park play equipment	100%	100%	100%	87.5% ^(H)	100%
21. Percent of park construction and irrigation work orders completed in compliance with National Park and Recreation Association (NRPA) Mode II maintenance standards (high level maintenance)	>90%	98.25%	>90%	96%	>90%
22. Percent of park turf acres maintained in compliance with NRPA Mode II maintenance standards (high level maintenance)	100%	75% ^(H)	100%	85% ^(H)	100%
23. Acres maintained—regional parks/public facilities (includes all portions of Shoreline Regional Park, Charleston Slough, Vista Slope and the Crittenden site)	772	772	772	772	772
24. Acres maintained—urban parks/public facilities	182.72	182.72	183.81 ^(J)	183.81	183.81
Recreation:					
25. Percent of classes cancelled due to lack of registrants compared to the number of classes offered	<10%	6.33%	<10%	3.8%	<10%
26. Percent of class refunds requested due to dissatisfaction compared to the number of individuals participating in classes	<1%	0.24%	<1%	0.08%	<1%
27. Percent of adult sports teams registered compared to number of openings	>98%	95%	>98%	91% ^(K)	>98%
28. Percent of partial or full fee waiver registrations compared to total registrations	10%	10%	10%	11.7%	10%
29. Average number of students participating in after-school programs (per day)	350	264 ^(L)	350	171 ^(M)	192
30. Number of classes/students participating in Deer Hollow Farm school year field trips	150/ 3,400	171/ 3,661	150/ 3,400	193 ^(N) / 3,928	150/ 3,400

**COMMUNITY SERVICES
DEPARTMENT SUMMARY**

	2001-02 Target	2001-02 Actual	2002-03 Target	2002-03 Actual	2003-04 Target
31. Percent of teacher evaluations rating Deer Hollow Farm school year field trips good or excellent	>99%	100%	>99%	100%	>99%
32. Percent of parents rating swim lessons good or excellent	>90%	95%	>90%	93%	>90%
33. Percent of lap swim participants rating the program good or excellent	>95%	100%	>95%	91% ^(C)	>95%
34. Percent increase in Teen Center memberships		New for FY 2002-03	>120%	0 ^(F)	Discontinued (See M 35)
35. Number of Teen Center memberships				New for FY 2003-04	90
36. Percent of weekend BBQ reservations (April to September) compared to space available		New for FY 2002-03	>75%	Group 85% Family 58%	Group >90% Family >75%
37. Volunteer time staffing equivalent (City-wide)	18 FTE	17.8 FTE	18 FTE	17.2 FTE	18 FTE
38. Percent of time the athletic fields are reserved as compared to peak availability ^(C)				New for FY 2003-04	>90%
39. Number of approved general use permits and estimated people served				New for FY 2003-04	60/ 7,000
Shoreline Golf Links:					
40. Percentage of revenues generated versus operating costs	>100%	145%	>100%	126%	>100%
41. Number of golf rounds played	75,000	76,061	75,000	74,990	75,000

-
- (A) The Center's box office is the only box office where tickets for TheatreWorks' Lucie Stern performances can be purchased.
- (B) Donations exceed target due to licensees offering more tickets.
- (C) Estimated due to shortage of volunteers.
- (D) Shoreline is experiencing a shortage of volunteers. Volunteers have left and staff has not had sufficient time and resources to recruit replacements.
- (E) Costs for tree trimming vary, depending on availability of the tree contractor, number of trees trimmed and the activities of the tree crew.
- (F) A new database system provides a more accurate accounting of trimming and servicing activities. As we obtain more data over a longer period of time, the target may need to be adjusted.
- (G) The five acres of landscaping in the new Shoreline Amphitheatre parking lot are now included in the total number of acres maintained.
- (H) Playground safety inspections were impacted by the retirement of a Parks Maintenance Worker III.
- (I) Less acres mowed on average due to weather conditions.
- (J) Magnolia Park (1.09 acre) was added during the fiscal year.
- (K) The men's Division C softball (more competitive) was canceled due to lack of teams.

COMMUNITY SERVICES DEPARTMENT SUMMARY

- (L) Graham Middle School began offering their own after-school homework center in the spring.
- (M) Programs at two schools were not operational in September. Due to the implementation of a teacher/student ratio of 1:12, the target of 350 students per day cannot be reached. Also, attendance at after-school programs usually decreases towards the end of the year due to less assistance required with homework.
- (N) This target was exceeded due to the steadily increasing interest in the Deer Hollow Farm school year program. However, due to school budget reductions, we are expecting a reduction in enrollment for the 2003-04 fiscal year.
- (O) Some dissatisfaction was expressed by lap swimmers in the second half of the year mostly due to facility issues (facility is less attractive after Masters and swim lessons have already been held, aging of pools, buildings and equipment). Measures have been taken to try and improve ratings.
- (P) The target for this measure should be 20 percent, not 120 percent as adopted. To date, no increase in membership as compared to last year has occurred.
- (Q) Peak availability is 3:00 p.m. through one half-hour after sunset or 10:00 p.m. (for lighted facilities) on Monday through Friday and 8:00 a.m. to 5:00 p.m. on Saturday and Sunday.

LT/BUD

LHP-244-01^

**COMMUNITY SERVICES
DEPARTMENT SUMMARY**

POSITIONS	2001-02 ADJUSTED	2002-03 ADOPTED	2003-04 ADOPTED
Community Services Director	1	1	1
Assistant Community Services Director	1	1	1
Performing Arts Manager	1	1	1
Forestry and Roadway Landscape Manager	1	1	0 *2
Parks Manager	1	1	1
Recreation Manager	1	1	1
Golf Course Operations Manager	1	1	1
Performing Arts Supervisor	3	3	2.50 *3
Parks Section Manager	1	1	1
Tree Supervisor/Arborist	1	1	1
Parks Supervisor	4	4	4
Golf Course Superintendent	1	1	1
Assistant Golf Course Superintendent	1	1	1
Head Golf Professional	1	1	1
Performing Arts Coordinator	1	1	1
Recreation Supervisor	3	3	3
Senior Recreation Coordinator	5	5	5
Volunteer Coordinator	0.75	0.75	0.75
Recreation Coordinator	4.50	4.50	4.50
Retail/Tournament Manager	1	1	1
Tree Trimmer III	1	1	1
Tree Trimmer I/II	5	5	5
Parks Maintenance Worker III	14	14	13 *2
Parks Maintenance Worker I/II	23	23	21 *2
Senior Greenskeeper	1	1	1
Golf Course Equipment Mechanic	1	1	1
Greenskeeper I/II	2	2	2 *3
Greenskeeper I	2	2	0 *3
Irrigation Technician	1	1	1
Teaching Professional	0.50	0.50	0.50
Assistant Golf Professional	5.50	5.50	5.50
Assistant Greenskeeper	5	5	5
Senior Administrative Analyst	1	1	1
Accounting Technician	0.50	0.50	0.50
Executive Assistant	1	1	1
Secretary	3.75	3.75	3.75
Office Assistant III	2.50	2.50	1.50 *2
Office Assistant I/II	1	1	1
Performing Arts Assistant	2.50	2.50	3 *4
Subtotal Permanent	107.50	107.50	100.50

**COMMUNITY SERVICES
DEPARTMENT SUMMARY**

POSITIONS	2001-02 ADJUSTED	2002-03 ADOPTED	2003-04 ADOPTED
Balance Farward	107.50	107.50	100.50
Recreation Specialist	0.50	0.50	0.50
Senior Stagehand	1.50	1.50	0.75 *2
Senior Ticket Service Representative	1.50	1.50	1 *2
Recreation Leader II	1.75	1.75	1.75
Total Permanent	112.75	112.75	104.50
Total Part-Time Hourly	37.02	38.95 *1	40.79 *5
TOTAL POSITIONS	149.77	151.70	145.29

*1 Combination of eliminated hours, contract dollars converted to hours, and additional hours for new parks.

*2 Elimination of the Forestry and Roadway Landscape Manager position, one Parks Maintenance Worker III position, two Parks Maintenance Worker I/II positions, one Office Assistant III position. .75 Senior Stagehand position and .50 Senior Ticket Service Representative position.

*3 Eliminated two Greenskeeper I positions and changed the Greenskeeper II positions to flexibly staffed I/II positions.

*4 Reclassified one Performing Arts Supervisor position from full-time to half-time and reclassified one Performing Arts Assistant position from half-time to full-time.

*5 Combination of added hours, eliminated hours and contract dollars converted to hours.

DEPARTMENT PROGRAMS	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
Community Services Administration	\$ 558,841	559,316	562,468
Performing Arts	1,110,626	1,076,195	1,016,918
Shoreline	1,350,463	1,718,647	1,765,463
Shoreline Golf Links	2,851,288	2,991,142	2,910,171
Forestry and Roadway Landscape	2,147,931	2,306,917	2,149,519
Parks	2,897,100	3,067,293	2,810,133
Recreation	2,642,635	2,871,256	2,858,393
	\$ 13,558,884	14,590,766	14,073,065

EXPENDITURE SUMMARY	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
Salaries Wages and Benefits	\$ 8,860,984	9,888,613	9,780,661
Supplies and Other Services	4,221,479	4,309,503	3,912,859
Capital Outlay	186,610	70,000	46,045
Interfund Expenditures	289,811	322,650	333,500
TOTAL EXPENDITURES	\$ 13,558,884	14,590,766	14,073,065

**COMMUNITY SERVICES
DEPARTMENT SUMMARY**

<u>FUNDING SOURCES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
General Operating Fund	\$ 9,238,508	9,763,977	9,282,971
General Fund Reserve	0	12,000	9,460
Shoreline Golf Links	2,851,284	2,991,142	2,910,171
Shoreline Regional Park Community	1,469,092	1,823,647	1,870,463
TOTAL FUNDING	<u>\$ 13,558,884</u>	<u>14,590,766</u>	<u>14,073,065</u>
<u>REVENUE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Fines & Forfeitures	\$ 1,000	0	0
Rents & Leases	421,464	419,000	467,300
Local Intergovernmental Revenue	105,419	105,000	99,970
Recreation Service Charges	824,075	832,750	818,030
Golf Course Service Charges	3,876,082	4,063,000	3,788,770
General Service Charges	2,868	5,850	5,520
Miscellaneous Revenue	523,324	319,700	465,600
Interfund Revenue Transfers	61,000	311,000	311,000
TOTAL REVENUES	<u>\$ 5,815,232</u>	<u>6,056,300</u>	<u>5,956,190</u>

COMMUNITY SERVICES—ADMINISTRATION

PROGRAM SUMMARY

PROGRAM MANAGER—COMMUNITY SERVICES DIRECTOR

PROGRAM MISSION STATEMENT

To provide leadership and management to the Community Services' divisions in support of their efforts to deliver quality services to the community.

PROGRAM FUNCTIONS

- Assure that services provided are responsive to community needs.
- Analyze the department's services to assure they are provided in a cost-effective manner.
- Provide direction and support to all Community Services divisions.
- Provide support to the Parks and Recreation Commission, Heritage Tree Board and Performing Arts Advisory Committee.
- Work closely with other City departments, commissions and committees serviced by the Community Services Department.
- Perform community outreach with local service clubs, civic groups and organizations.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Continue efforts to locate and acquire open space in neighborhoods underserved in regard to park and recreation facilities.
- Assist with the Stevens Creek Trail, Reach 4, Segment 2 (Yuba Drive to Mountain View High School) environmental impact report in conjunction with the Public Works Department.
- Assist with construction of the Shoreline Maintenance Facility in conjunction with the Public Works Department.
- Assist with the design of the new Senior Center project in conjunction with the Public Works Department.
- Assist with the design of the Graham School site reservoir and athletic field in conjunction with the Public Works Department.
- Assist with construction of the interim Senior Center facility and relocation of senior programs in conjunction with the Public Works Department.
- Assist with the Shoreline Golf Links Pro Shop design in conjunction with the Public Works Department.
- Assist with the design and construction of Community Center building improvements and modifications in conjunction with the Public Works Department.

COMMUNITY SERVICES—ADMINISTRATION

PROGRAM SUMMARY

- Conduct a comprehensive fee and cost study of Recreation Division programs, services and facilities.
- Develop an interim plan for Recreation Division personnel and program providers during the improvements phase of the Community Center.
- Assist as necessary with the development of Senior Day Health Care and Child Care facilities in conjunction with the City Manager's Office and Public Works Department.

MAJOR PROGRAM CHANGES

- General Operating Fund:
Miscellaneous Reductions (\$4,500)
Reduces wages, contracts and training budget for administrative assistance.
Decreases training and professional development opportunities.
- General Fund Reserve:
Hepatitis B Vaccinations (one-time expenditure) \$6,100
Provides funding to offer Hepatitis B vaccinations to employees that respond to emergency situations. *Provides protection to employees as required by law.*

LT/BUD
LHP-244-02^

**COMMUNITY SERVICES - ADMINISTRATION
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2001-02 ADJUSTED</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Community Services Director	1	1	1
Assistant Community Services Director	0.25	0.15 *	0.15
Senior Administrative Analyst	1	1	1
Executive Assistant	1	1	1
Total Permanent	3.25	3.15	3.15
Total Part-Time Hourly	0.16	0.16	0.16
TOTAL POSITIONS	3.41	3.31	3.31

* Transferred .10 Assistant Community Services Director to the Shoreline Program.

<u>EXPENDITURE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries Wages and Benefits	\$ 403,865	426,220	426,712
Supplies and Other Services	146,883	133,096	135,756
Capital Outlay	0	0	0
Interfund Expenditures	8,093	0	0
TOTAL EXPENDITURES	\$ 558,841	559,316	562,468

<u>REVENUE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Fines & Forfeitures	\$ 1,000	0	0
TOTAL REVENUES	\$ 1,000	0	0

**COMMUNITY SERVICES - ADMINISTRATION
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 341,201	352,048	351,582
Wages	3,216	8,043 *	7,186
Benefits	59,448	66,129	67,944
	<u>\$ 403,865</u>	<u>426,220</u>	<u>426,712</u>
* Includes decreased funding of \$2,000 for temporary hourly help.			
<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 5,094	4,016	4,016
Maintenance and Operations	327	0	0
Utilities	1,436	2,190	2,190
Professional/Technical Svcs	124,385	114,235 *1	111,735
Other Expenses	15,641	12,655 *2	17,815 *3
	<u>\$ 146,883</u>	<u>133,096</u>	<u>135,756 *4</u>

*1 Includes transfer of \$26,000 for Shoreline Amphitheatre patrol to the Police Department. Includes decreased funding of \$8,500 for miscellaneous contract training.

*2 Includes decreased funding of \$1,900 for miscellaneous training.

*3 Includes one-time funding of \$6,100 for hepatitis B vaccinations.

*4 Includes decreased funding of \$4,500 for miscellaneous reductions.

COMMUNITY SERVICES—PERFORMING ARTS PROGRAM SUMMARY

PROGRAM MANAGER—PERFORMING ARTS MANAGER

PROGRAM MISSION STATEMENT

The Mountain View Center for the Performing Arts seeks to enrich Silicon Valley audiences through enjoyment, celebration and interaction with the arts.

PROGRAM FUNCTIONS

- Provide access to Performing Arts facilities and provide quality service for clients/licensees.
- Provide entertainment opportunities for Center for the Performing Arts patrons.
- Provide education and outreach opportunities to the community.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Implement cross-promotional opportunities and presale with the Bean Scene.
- Review and evaluate new ticketing system.
- Launch new dynamic database-integrated web site.

MAJOR PROGRAM CHANGES

- General Operating Fund:

Nonprofit Support Fund

(\$53,000)

Reduces subsidy to nonprofit renters of the CPA. The Nonprofit Support Fund (NSF) was created in October 2000 at \$65,000 as part of the CPA's fee restructure to provide additional funding assistance for CPA nonprofit licensees (renters) and ensure the groups utilizing the CPA contributed to the Mountain View community. Award totals have diminished significantly since program inception, from a high of \$50,600 to a low of \$10,000 for Fiscal Year 2003-04. Only one award has been made for Fiscal Year 2004-05 to Peninsula Youth Theatre in the amount of \$2,000. If this amount can be paid in Fiscal Year 2003-04, the remaining funds of \$12,000 can be eliminated in Fiscal Year 2004-05. *Reduces funding primarily to Center Home Companies, who received the largest benefit from this fund.*

Senior Stagehand

(\$42,100)

Eliminates one of two .75 permanently staffed Senior Stagehand positions. The Technical Services Director will absorb event preparation and maintenance projects. *Reduces technical and Stagehand assistance to clients.*

COMMUNITY SERVICES—PERFORMING ARTS PROGRAM SUMMARY

Marketing/Public Relations Efforts (\$32,600)

- Eliminates .50 Performing Arts Marketing Supervisor and adds .50 Performing Arts Assistant: (\$12,700)

Eliminates .50 of the Marketing Supervisor position. Some duties will be shifted to a Performing Arts Assistant, resulting in a better match between job duties and skill level required. Helps handle workload due to added revenue-generating receptions in support of client development of corporate sponsorships. *Minimal service impact.*

- Marketing/Public Relations Products and Programs: (\$19,900)

Eliminates some marketing products such as event program pamphlets and downtown signage and posters, eliminates Center outreach and fundraising support, eliminates extra marketing efforts such as *Mountain View Voice* ads, Center merchandise and Center tour program. *Provides less marketing support to Center licensees. Primary marketing product, Preview Magazine, will be retained.*

Ticketing Services (\$13,500)

Eliminates .50 Senior Ticket Services Representative and reduces ticketing supplies and materials. *No significant impacts anticipated as hourly wages will be available to retain ticket box office service levels.*

Miscellaneous Reductions (\$3,000)

Reduces training and conference/professional development funding. *Decreases training and professional development opportunities.*

LT/BUD
LHP-244-03^

**COMMUNITY SERVICES - PERFORMING ARTS
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2001-02 ADJUSTED</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Performing Arts Manager	1	1	1
Performing Arts Supervisor	3	3	2.50 *1
Performing Arts Coordinator	1	1	1
Performing Arts Assistant	2.50	2.50	3 *1
Senior Stagehand	1.50	1.50	0.75 *2
Senior Ticket Service Representative	1.50	1.50	1 *2
Total Permanent	10.50	10.50	9.25
Total Part-Time Hourly	0.79	0.79	1.34 *3
TOTAL POSITIONS	11.29	11.29	10.59

*1 Reclassified one Performing Arts Supervisor position from full-time to half-time and reclassified one Performing Arts Assistant position from half-time to full-time.

*2 Eliminated a .75 Senior Stagehand position and a .50 Senior Ticket Service Representative position.

*3 Added hours.

<u>EXPENDITURE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries Wages and Benefits	\$ 900,181	898,252	908,375
Supplies and Other Services	158,246	147,943	108,543
Capital Outlay	52,199	30,000	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 1,110,626	1,076,195	1,016,918

<u>REVENUE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Rents & Leases	\$ 305,293	269,000	352,300
Miscellaneous Revenue	305,671	171,700	326,100
TOTAL REVENUES	\$ 610,964	440,700	678,400

**COMMUNITY SERVICES - PERFORMING ARTS
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 568,413	648,220	642,823
Wages	205,558	90,675	110,116
Benefits	126,210	159,357	155,436
	<u>\$ 900,181</u>	<u>898,252</u>	<u>908,375</u>
<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 47,983	65,046 *1	41,511
Maintenance and Operations	4,770	15,150	15,100
Utilities	573	1,150	650
Professional/Technical Svcs	51,928	50,100	47,300
Other Expenses	52,992	16,497 *2	3,982
	<u>\$ 158,246</u>	<u>147,943</u>	<u>108,543 *3</u>

*1 Includes decreased funding of \$10,000 for miscellaneous supplies.

*2 Includes one-time funding of \$10,000 for drapery cleaning.

*3 Includes decreased fundings of \$19,900 for marketing/public relations products and programs, \$6,500 for ticketing supplies and materials, and \$3,000 for miscellaneous reductions.

COMMUNITY SERVICES—SHORELINE PROGRAM SUMMARY

PROGRAM MANAGER—ASSISTANT COMMUNITY SERVICES DIRECTOR

PROGRAM MISSION STATEMENT

To provide regional open space facilities and opportunities.

PROGRAM FUNCTIONS

- Comply with various regulatory agency requirements as they relate to wetlands, wildlife and land use.
- Provide visitors a safe and secure passive outdoor recreation experience by proper maintenance and supervision of trails, pathways, turf areas and facilities in the Shoreline area.
- Manage a cost-effective volunteer ranger and docent program that will assist in the enforcement of Shoreline and Stevens Creek Trail rules and regulations, the education of visitors and trail users, assist with litter control and maintenance, and conduct tours of the historic Rengstorff House.
- Manage and oversee clubhouse (Michaels Restaurant) and boathouse lessees to assure that these concessions are meeting lease terms and expectation levels of the City.
- Manage and oversee park-related capital improvement projects.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Assist with the Stevens Creek Trail, Reach 4, Segment 2 (Yuba Drive to Mountain View High School) environmental impact report in conjunction with the Public Works Department.
- Assist with construction of the Shoreline Maintenance Facility in conjunction with the Public Works Department.
- Assist with the Shoreline Golf Links Pro Shop design in conjunction with the Public Works Department.
- Renovate play structures at Rex Manor, Bubb and San Veron Parks as outlined in the 2000 Playground Survey and Assessment Report.
- Assist with the Shoreline Boulevard landscape project (within Shoreline park) in conjunction with the Public Works Department.
- Manage and coordinate construction of the Rengstorff House water tank house project with Friends of the Rengstorff House.
- Assist with the Bubb Park rest room project in conjunction with the Public Works Department.

COMMUNITY SERVICES—SHORELINE PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- Shoreline Regional Park Community Fund:

Landscape Maintenance \$5,500

Increase funding for COLA adjustment to current contract and addition of maintenance of newly landscaped golf course parking lot at Shoreline at Mountain View Park.

Maintenance Staff No net adjustment

Cancels contract for turf mowing at Shoreline at Mountain View and Charleston Parks and transfers 75 percent of a Parks Maintenance Worker's time to the Shoreline Regional Park Community Fund to absorb the work. Service levels within North Bayshore will remain the same.

LT/BUD
LHP-244-04^

**COMMUNITY SERVICES - SHORELINE
PROGRAM SUMMARY**

POSITIONS	2001-02 ADJUSTED	2002-03 ADOPTED	2003-04 ADOPTED
Assistant Community Services Director	0.75	0.85 *1	0.85
Parks Section Manager	0.50	0.50	0.50
Parks Supervisor	1	1	1
Sr Recreation Coordinator	1	1	1
Parks Maintenance Worker III	1	2 *2	2.25 *4
Parks Maintenance Worker I/II	2	2	2.50 *4
Secretary	1	1	1
Total Permanent	7.25	8.35	9.10
Total Part-Time Hourly	3.48	3.84 *3	3.84
TOTAL POSITIONS	10.73	12.19	12.94

*1 Transferred .10 Assistant Community Services Director from the Administration Program.

*2 Transferred one Parks Maintenance Worker III position from the Parks Program.

*3 Conversion of temporary help dollars to hours and additional hours for Dog Park operations.

*4 Transferred .25 Parks Maintenance Worker III position and .50 Parks Maintenance Worker I/II position from the Parks Program.

EXPENDITURE SUMMARY	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
Salaries Wages and Benefits	\$ 706,770	936,237	1,019,788
Supplies and Other Services	572,725	752,910	704,830
Capital Outlay	49,878	0	10,045
Interfund Expenditures	21,090	29,500	30,800
TOTAL EXPENDITURES	\$ 1,350,463	1,718,647	1,765,463

REVENUE SUMMARY	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
Rents & Leases	\$ 116,171	115,000	115,000
Recreation Service Charges	4,695	0	0
Miscellaneous Revenue	3,708	15,000	15,000
TOTAL REVENUES	\$ 124,574	130,000	130,000

**COMMUNITY SERVICES - SHORELINE
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 492,354	626,764	695,652
Wages	100,391	152,072	145,511
Benefits	114,025	157,401	178,625
	<u>\$ 706,770</u>	<u>936,237</u>	<u>1,019,788</u>
 <u>SUPPLIES AND SERVICES</u>	 <u>2001-02 ACTUAL</u>	 <u>2002-03 ADOPTED</u>	 <u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 73,262	87,787 *1	89,787
Maintenance and Operations	4,883	24,700	23,700
Utilities	95,825	134,350 *1	135,600
Professional/Technical Svcs	384,557	490,633 *2	435,408 *3
Other Expenses	14,198	15,440 *1	20,335
	<u>\$ 572,725</u>	<u>752,910</u>	<u>704,830</u>

*1 Includes increased funding of \$12,500 for the new dog park operations.

*2 Includes increased funding of \$20,000 for contract parks maintenance and \$11,000 for contract ranger services.

*3 Includes increased funding of \$5,500 for landscape maintenance contract COLA and decreased funding of \$55,800 for the reduction of contract maintenance (offset by the transfer of maintenance staff from the Parks Program).

COMMUNITY SERVICES—SHORELINE GOLF LINKS PROGRAM SUMMARY

PROGRAM MANAGER—GOLF COURSE MANAGER

PROGRAM MISSION STATEMENT

To provide golf services.

PROGRAM FUNCTIONS

- Manage and operate golf course in such a manner as to maximize operating revenues and control operating expenses.
- Provide golfing customers an enjoyable golfing experience, including high levels of customer service and enhanced playing conditions, largely by increased maintenance of turfgrass.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Assist with construction of the Shoreline Maintenance Facility in conjunction with the Public Works Department.
- Assist with the Shoreline Golf Links Pro Shop facility design in conjunction with the Public Works Department.
- Continue to enhance the quality of turfgrass maintenance in order to upgrade and maintain a high standard of playability for the course.
- Continue to provide a high level of customer services, including those associated with managing the tee sheet and starting functions, retail sales, the practice range operations and services, the lesson program, golf car rentals and the marshaling program.
- Continue to attract, support and conduct tournament play.
- Implement rate increases approved by Council and maintain an acceptable pace of play in order to help maximize course revenue.

COMMUNITY SERVICES—SHORELINE GOLF LINKS PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- Shoreline Golf Links Operations:
 - Greenskeeper positions (\$65,000)
Changes the two Greenskeeper II positions to flexibly staffed Greenskeeper I/II positions, eliminates the two Greenskeeper I positions, upgrades the Irrigation Technician position to the Greenskeeper I level and adds hours for seasonal hourly help. Employees currently filling the Greenskeeper I positions will be moved into the flexibly staffed Greenskeeper I/II positions.
 - Miscellaneous Reductions (\$41,100)
Reduces advertising (\$17,900), training and travel (\$10,900), contract services (\$11,500) and cell phone (\$800) budgets. *No significant impacts.*
 - Irrigation Water (\$25,700)
Reduces expenditures for irrigation water through use of new irrigation well. *No significant impact.*
 - Materials and Supplies (\$21,600)
Reduces materials and supplies budget for retail display, landscaping, junior putting tournament, complimentary tees and divot repair tools and driving range mat, ball and ball basket replacement. *No significant impact.*
 - Pro Shop (\$12,200)
Reduces use of hourly Pro Shop Assistants for reservations and retail sales. *Reduces customer service to an acceptable level.*
 - Landscape Maintenance (\$4,200)
Eliminates contract services for parking lot maintenance. Work will be absorbed by Shoreline maintenance crew. *Minor impact on maintenance service levels elsewhere in Shoreline at Mountain View Park.*

LT/BUD
LHP-244-08^

**COMMUNITY SERVICES - SHORELINE GOLF LINKS
PROGRAM SUMMARY**

POSITIONS	2001-02 ADJUSTED	2002-03 ADOPTED	2003-04 ADOPTED
Golf Course Operations Manager	1	1	1
Golf Course Superintendent	1	1	1
Assistant Golf Course Superintendent	1	1	1
Head Golf Professional	1	1	1
Retail/Tournament Manager	1	1	1
Senior Greenskeeper	1	1	1
Golf Course Equipment Mechanic	1	1	1
Greenskeeper I/II	2	2	2 *1
Greenskeeper I	2	2	0 *1
Irrigation Technician	1	1	1
Teaching Professional	0.50	0.50	0.50
Assistant Golf Professional	5.50	5.50	5.50
Assistant Greenskeeper	5	5	5
Accounting Technician	0.50	0.50	0.50
Secretary	0.75	0.75	0.75
Total Permanent	24.25	24.25	22.25
Total Part-Time Hourly	7	7	7.80 *2
TOTAL POSITIONS	31.25	31.25	30.05

*1 Eliminated two Greenskeeper I positions and changed the Greenskeeper II positions to flexibly staffed I/II positions.

*2 Eliminated some Shop Assistant hours and added some Laborer hours.

EXPENDITURE SUMMARY	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
Salaries Wages and Benefits	\$ 1,522,780	1,723,654	1,797,217
Supplies and Other Services	1,286,056	1,234,688	1,107,454
Capital Outlay	41,762	27,500	0
Interfund Expenditures	690	5,300	5,500
TOTAL EXPENDITURES	\$ 2,851,288	2,991,142	2,910,171

REVENUE SUMMARY	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
Golf Course Service Charges	\$ 3,876,082	4,063,000	3,788,770
Miscellaneous Revenue	4,931	0	0
TOTAL REVENUES	\$ 3,881,013	4,063,000	3,788,770

**COMMUNITY SERVICES - SHORELINE GOLF LINKS
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 1,129,500	1,239,327 *1	1,244,255
Wages	115,372	133,371	185,971
Benefits	277,908	350,956	366,991
	<u>\$ 1,522,780</u>	<u>1,723,654</u>	<u>1,797,217</u>

*1 Includes increased funding of \$18,300 for holiday pay overtime.

<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 320,605	320,685	294,572 *3
Maintenance and Operations	171,106	135,377	135,727
Utilities	313,510	337,076 *1	308,945 *4
Professional/Technical Svcs	118,536	151,310	88,320 *5
Other Expenses	362,299	290,240 *2	279,890
	<u>\$ 1,286,056</u>	<u>1,234,688</u>	<u>1,107,454 *6</u>

*1 Includes decreased funding of \$7,500 for gas and electricity.

*2 Includes increased funding of \$30,000 for merchandise (costs fully offset by revenue).

*3 Includes decreased funding of \$21,600 for materials and supplies.

*4 Includes decreased funding of \$25,700 for irrigation water.

*5 Includes decreased funding of \$4,200 for landscape maintenance.

*6 Includes decreased funding of \$41,100 for miscellaneous reductions.

COMMUNITY SERVICES—FORESTRY AND ROADWAY LANDSCAPE PROGRAM SUMMARY

PROGRAM MANAGER—PARKS MANAGER

PROGRAM MISSION STATEMENT

To provide forestry and roadway landscape maintenance services.

PROGRAM FUNCTIONS

- Manage Forestry Program, including maintenance of City trees and enforcement of the Heritage Tree Ordinance.
- Maintain all City landscaped areas, including parks, Stevens Creek Trail, medians, roadways, vacant land and public facilities.
- Maintain downtown area, including Civic Center, Pioneer Park, Castro Street, Transit Center and Adobe Building.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Assist with the development and implementation of Arbor Day 2004.
- Implement a landscape maintenance program for the Evelyn Avenue improvements.
- Continue implementation of the Hansen database software.
- Assist with the development and implementation of an Integrated Pest Management Program and Policy in conjunction with the Fire Department.

MAJOR PROGRAM CHANGES

- General Operating Fund:

Forestry and Roadway Landscaping Manager (\$105,000)

Eliminates the Forestry and Roadway Landscape Division Manager. Workload and span of control will be increased, with a potential for diminished management effectiveness in these programs. *One division manager will be responsible for five program supervisors. Decreases the manager's involvement in project design and construction oversight and increases Heritage Tree Ordinance application response time.*

Downtown Service Levels (\$58,800)

Eliminates all seasonal labor assistance, reduces materials and supplies, and eliminates overtime for holiday light placement and maintenance. *Reduces overall maintenance levels in the downtown as City staff absorbs seasonal labor loss and holiday lighting. Replacement plantings will occur less frequently and annual color in traffic circle will be replaced with one-time planting of perennials.*

COMMUNITY SERVICES—FORESTRY AND ROADWAY LANDSCAPE PROGRAM SUMMARY

Roadway Landscaping and Urban Forest Services (\$58,800)

Eliminates seasonal help during summer peak periods, contractual landscape services and reduces supplies and materials budget for roadways. Eliminates funds for small contractual tree trimming services. *Affects overall service levels, especially during summer and peak planting periods, as staff will absorb the loss of roadway seasonal help and contractual landscape services. Some small and median planting projects will be delayed or cancelled. Maintenance frequency levels will be reduced impacting the appearance of medians.*

Weed Abatement (\$10,000)

Reduces level of weed abatement throughout City parks and landscape areas. *Continues basic weed control. Reduces or eliminates broadleaf turf spraying; preemergents in medians; aphid control in highly susceptible street trees, including downtown; and tussock moth control. Reduction of weed control in turf areas could have long-term impacts and may require the replacement of turf in some areas in the future.*

Parcel Landscaping (\$6,000)

Reduces outside contract services used to maintain City-owned properties. *Reduces service levels in other areas as work will be absorbed by City staff. Reduces the frequency of maintenance of City-owned parcels from once or twice per month servicing to only once per month or longer.*

Miscellaneous Reductions (\$1,500)

Maintains required safety and certification trainings and eliminates most conference/professional development funding for department staff. *Decreases training and professional development opportunities.*

LT/BUD
LHP-244-05^

**COMMUNITY SERVICES - FORESTRY AND ROADWAY LANDSCAPE
PROGRAM SUMMARY**

POSITIONS	2001-02 ADJUSTED	2002-03 ADOPTED	2003-04 ADOPTED	
Forestry and Roadway Landscape Manager	1	1	0	*1
Tree Supervisor/Arborist	1	1	1	
Parks Supervisor	1	1	1	
Tree Trimmer III	1	1	1	
Tree Trimmer I/II	5	5	5	
Parks Maintenance Worker III	3	3	3	
Parks Maintenance Worker I/II	8	8	8	
Office Assistant I/II	1	1	1	
Total Permanent	21	21	20	
Total Part-Time Hourly	1.44	1.44	0.56	*2
TOTAL POSITIONS	22.44	22.44	20.56	

*1 Eliminated the Forestry and Roadway Landscape Manager position.

*2 Eliminated some hours and transferred some hours to the Parks Program.

EXPENDITURE SUMMARY	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
Salaries Wages and Benefits	\$ 1,511,339	1,715,817	1,611,264
Supplies and Other Services	530,891	471,650	414,155
Capital Outlay	0	0	0
Interfund Expenditures	105,701	119,450	124,100
TOTAL EXPENDITURES	\$ 2,147,931	2,306,917	2,149,519

REVENUE SUMMARY	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
Local Intergovernmental Revenue	\$ 55,419	55,000	49,970
General Service Charges	2,065	2,750	2,820
Miscellaneous Revenue	6,799	4,000	500
Interfund Revenue Transfers	55,000	55,000	55,000
TOTAL REVENUES	\$ 119,283	116,750	108,290

**COMMUNITY SERVICES - FORESTRY AND ROADWAY LANDSCAPE
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 1,166,050	1,306,423 *1	1,226,624 *2
Wages	53,453	52,110	20,833
Benefits	291,836	357,284	363,807
	<u>\$ 1,511,339</u>	<u>1,715,817</u>	<u>1,611,264</u>

*1 Includes decreased funding of \$8,000 for overtime.

*2 Includes decreased funding of \$10,400 for overtime.

<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 84,952	74,063	39,563
Maintenance and Operations	5,401	5,550	5,550
Utilities	340,946	291,760	307,740
Professional/Technical Svcs	88,931	89,552	53,052
Other Expenses	10,661	10,725	8,250
	<u>\$ 530,891</u>	<u>471,650 *1</u>	<u>414,155 *2</u>

*1 Includes decreased funding of \$49,000 for downtown landscaping, parcel landscaping, good neighbor fence program, miscellaneous small projects, weed treatments in parks and other miscellaneous items. Includes increased funding of \$8,700 for Centennial Plaza landscape maintenance (for one-half year).

*2 Includes decreased fundings of \$14,000 for downtown service levels, \$41,500 for roadway landscaping and urban forest services, \$10,000 for weed abatement, \$6,000 for parcel landscaping, and \$1,500 for miscellaneous reductions.

COMMUNITY SERVICES—PARKS PROGRAM SUMMARY

PROGRAM MANAGER—PARKS MANAGER

PROGRAM MISSION STATEMENT

To provide park and open space opportunities and maintenance services.

PROGRAM FUNCTIONS

- Conduct safety inspections of all park and playground areas and equipment.
- Maintain all City parks, Shoreline Regional Park and Stevens Creek Trail.
- Plan and develop new parks and open space as approved by Council.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Assist with the Stevens Creek Trail, Reach 4, Segment 2 (Yuba Drive to Mountain View High School) environmental impact report in conjunction with the Public Works Department.
- Assist with construction of the Shoreline Maintenance Facility in conjunction with the Public Works Department.
- Assist with the landscape design of the new Senior Center project in conjunction with the Public Works Department.
- Assist with the design of the Graham School site reservoir and athletic field in conjunction with the Public Works Department.
- Renovate play structures at Rex Manor, Bubb and San Veron Parks as outlined in the 2000 Playground Survey and Assessment Report.
- Work in conjunction with the Los Altos Elementary School District to implement a seasonal maintenance program for turf management at Springer School.
- Initiate maintenance services for the Hetch-Hetchy right-of-way trail (Whisman Road to Easy Street).
- Assess the viability of the existing centrally controlled irrigation system for park and roadway landscaping irrigation operations.
- Revise park maintenance service plan in accordance with available resources.
- Revise guidelines and service standards for maintaining sport athletic field areas in accordance with user needs.

COMMUNITY SERVICES—PARKS

PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

- Reduce Park Maintenance Service Levels

(\$220,200)

- Parks Maintenance Worker Positions: (\$142,200)

Eliminates 2.0 Parks Maintenance Workers assigned to general park maintenance duties. The loss of two positions represents a 10 percent reduction in the work force assigned to daily park maintenance. *Reduces overall park maintenance service levels significantly when combined with the two reductions identified below. The degree of park maintenance decline is difficult to quantify prospectively.*

- Maintenance Staff Time: (\$55,800)

Cancels contract for turf mowing at Shoreline at Mountain View and Charleston Parks and transfers 75 percent of a Parks Maintenance Worker's time to the Shoreline Regional Park Community Fund to absorb the work. *Reduces overall park maintenance service level outside of the North Bayshore Area. Service levels within North Bayshore will remain the same.*

- Contract Maintenance Services: (\$22,200)

Eliminates contract maintenance services at Huff Joint City/School Park. *Absorbs maintenance services by existing City staff, contributing to the overall decline in park maintenance service levels.*

- Park Ranger Patrol Services

(\$97,500)

Eliminates Ranger security patrol and minor maintenance services in four urban parks (Cuesta, Rengstorff, Klein and Castro). This service was implemented in 1993 to provide security services and to address ongoing problems at these sites at that time. The Ranger program also includes maintenance and open/close of 12 park rest rooms and oversight of the Barbecue Reservation program. These two functions will be maintained, as will all Ranger patrol and services related to Shoreline at Mountain View Park and the Stevens Creek Trail. *Reduces Ranger presence in four parks in addition to the elimination of the special park patrol by the Police Department.*

- Miscellaneous Ongoing Reductions/Increase

(\$26,300)

Reduces clothing, contract services and seasonal labor hour budgets. Increases landscape contract (\$1,500) for cost-of-living adjustment. Eliminates most conference/professional development funding for department staff, but maintains required safety and certification trainings. *No significant impact anticipated. Minor impact from loss of seasonal labor hours; decreases training and professional development opportunities; clothing and contract services reductions reflect actual expenditures.*

**COMMUNITY SERVICES - PARKS
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2001-02 ADJUSTED</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Parks Manager	1	1	1
Parks Section Manager	0.50	0.50	0.50
Parks Supervisor	2	2	2
Parks Maintenance Worker III	8	7 *1	6.75 *3
Parks Maintenance Worker I/II	13	13	10.50 *3
Secretary	1	1	1
Total Permanent	25.50	24.50	21.75
Total Part-Time Hourly	2.99	3.56 *2	3.53 *4
TOTAL POSITIONS	28.49	28.06	25.28

*1 Transferred one Parks Maintenance Worker III to the Shoreline Program.

*2 Conversion of contract dollars to hours, reduced hourly help and additional hourly help for new parks.

*3 Transferred .25 Parks Maintenance Worker III position and .50 Parks Maintenance Worker I/II position to the Shoreline Program and eliminated two Parks Maintenance Worker I/II positions.

*4 Eliminated some hours and transferred some hours from the Forestry and Roadway Landscape Program.

<u>EXPENDITURE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries Wages and Benefits	\$ 1,951,342	2,086,407	1,953,400
Supplies and Other Services	768,626	826,586	699,033
Capital Outlay	37,579	6,000	0
Interfund Expenditures	139,553	148,300	157,700
TOTAL EXPENDITURES	\$ 2,897,100	3,067,293	2,810,133

<u>REVENUE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Miscellaneous Revenue	\$ 57,207	65,000	60,000
TOTAL REVENUES	\$ 57,207	65,000	60,000

**COMMUNITY SERVICES - PARKS
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 1,465,253	1,541,749	1,412,366
Wages	110,123	122,028	130,036
Benefits	375,966	422,630	410,998
	<u>\$ 1,951,342</u>	<u>2,086,407</u>	<u>1,953,400</u>
<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 151,895	131,485	138,377
Maintenance and Operations	5,262	2,550	2,550
Utilities	371,541	420,500	440,045
Professional/Technical Svcs	208,700	238,161	106,671 *2
Other Expenses	31,228	33,890	11,390
	<u>\$ 768,626</u>	<u>826,586 *1</u>	<u>699,033 *3</u>

*1 Includes decreased funding of \$81,500 for parks maintenance. Includes increased funding of \$27,500 for Hetch-Hetchy/Whisman area trail maintenance, \$12,000 for Stevens Creek, Reach 4, Segment 1 maintenance (for one-half year), \$11,500 for contract ranger services and landscape services, \$7,500 for the second half of Chetwood Park maintenance, and \$6,600 for Magnolia Park maintenance (for one-third year).

*2 Includes decreased fundings of \$22,200 for contract maintenance services and \$97,500 for park ranger patrol.

*3 Includes decreased funding of \$24,800 for miscellaneous reductions and increased fundong of \$1,500 for landscape contract cost of living.

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COMMUNITY SERVICES —RECREATION

PROGRAM SUMMARY

PROGRAM MANAGER—RECREATION MANAGER

PROGRAM MISSION STATEMENT

To provide community members recreation opportunities that develop leisure skills, promote healthy lifestyles and stimulate community involvement and pride.

PROGRAM FUNCTIONS

- Conduct or schedule youth and adult activities, classes and events at the Community Center, Teen Center, Mountain View Sports Pavilion, Whisman Sports Center, historic Adobe Building as well as various park areas and school sites based on community preferences.
- Provide environmental education classes and camps at Deer Hollow Farm.
- Provide a comprehensive aquatics program using Eagle and Rengstorff Pools.
- Coordinate City-wide volunteer program.
- Provide recreational, educational and social programs for older adults through the Senior Center.
- Organize City special events and facilitate coordination of community special events.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Assist with the design of the new Senior Center project in conjunction with the Public Works Department.
- Assist with the construction of the interim Senior Center facility and relocation of senior programs in conjunction with the Public Works Department.
- Assist with the design and construction of Community Center building improvements and modifications in conjunction with the Public Works Department.
- Review and revise Section 38 of the City Municipal Code regarding general use permits in conjunction with the Parks and Open Space Division and City Attorney's Office.
- Review and revise the athletic field use policy.
- Work with the Mountain View-Whisman School District to develop a long-term funding plan for operation of the Mountain View Sports Pavilion and Whisman Sports Center.
- Develop an interim plan for Recreation Division personnel and program providers during the improvements phase of the Community Center.
- Increase marketing efforts for the rental of the historic Adobe Building.
- Develop standardized operating procedures for division functions.

COMMUNITY SERVICES —RECREATION

PROGRAM SUMMARY

- Conduct a comprehensive fee and cost study of Recreation Division programs, services and facilities.
- Assist as necessary with the development of Senior Day Health Care and Child Care facilities in conjunction with the City Manager's Office and Public Works Department.
- Publish and distribute Recreation Division program, service and facility brochure in Spanish.
- Research development of potential enterprise fund for recreation programs and services.
- Review and restructure contract class and instruction program.

MAJOR PROGRAM CHANGES

- General Operating Fund:

Ball Field Maintenance

(\$57,500)

Eliminates 1.0 Parks Maintenance Worker III position and transfers ball field maintenance duties, including one Parks Maintenance Worker from Recreation Division to Parks Division. *Retains ball field maintenance at current levels. However, absorption of this function by the Parks Division will further contribute to the reduction in overall parks maintenance service levels.*

Office Assistant Position

(\$35,000)

Eliminates 1.0 Office Assistant Position in the Recreation Business Office. Temporary help will be used for defined periods of time (i.e., registration, vacations, sick leave, activity guide preparation, etc.). *Reduces the business office hours as it will no longer be open until 7:00 p.m. one night per week, customer service will decline somewhat and some administrative duties will shift to program staff.*

Summer Camp Transportation

No net increase

Provides increased funding to offset rising costs of bus transportation (Valley Transportation Authority and private) needed for summer camp field trips. Maintains current field trip schedule for all summer camps. *Maintains desired level of service. Offset by revenue associated with summer camp fee increases previously approved by the City Council.*

Deer Hollow Farm Operations

No net increase

Increases overall operations and supplies budget by 10 percent to accommodate increasing number of participants visiting and utilizing farm services. Provides additional funding to offset rising costs associated with busing summer camp participants to the farm. *Maintains existing service levels. Offset by revenue associated with proposed summer camp and educational program fee increases.*

COMMUNITY SERVICES —RECREATION PROGRAM SUMMARY

Miscellaneous Reductions

(\$3,000)

Maintains required safety and certification trainings and eliminates most conference/professional development funding for department staff. *Decreases training and professional development opportunities.*

- General Fund Reserve:

Hepatitis B Vaccinations (one-time expenditure):

\$3,300

Provides funding to offer Hepatitis B vaccinations to employees that respond to emergency situations. *Provides protection to employees as required by law.*

LT/BUD
LHP-244-07^

**COMMUNITY SERVICES - RECREATION
PROGRAM SUMMARY**

POSITIONS	2001-02 ADJUSTED	2002-03 ADOPTED	2003-04 ADOPTED
Recreation Manager	1	1	1
Recreation Supervisor	3	3	3
Senior Recreation Coordinator	4	4	4
Volunteer Coordinator	0.75	0.75	0.75
Recreation Coordinator	4.50	4.50	4.50
Parks Maintenance Worker III	2	2	1 *2
Secretary	1	1	1
Office Assistant III	2.50	2.50	1.50 *2
Recreation Specialist	0.50	0.50	0.50
Recreation Leader II	1.75	1.75	1.75
Total Permanent	21	21	19
Total Part-Time Hourly	22.60	22.16 *1	23.56 *3
TOTAL POSITIONS	43.60	43.16	42.56

*1 Reduced hourly help.

*2 Eliminated a Parks Maintenance Worker III position and an Office Assistant III position.

*3 Conversion of contract dollars to hours.

EXPENDITURE SUMMARY	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
Salaries Wages and Benefits	\$ 1,864,707	2,102,026	2,063,905
Supplies and Other Services	758,052	742,630	743,088
Capital Outlay	5,192	6,500	36,000
Interfund Expenditures	14,684	20,100	15,400
TOTAL EXPENDITURES	\$ 2,642,635	2,871,256	2,858,393

REVENUE SUMMARY	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
Rents and Leases	\$ 0	35,000	0
Local Intergovernmental Revenue	50,000	50,000	50,000
Recreation Service Charges	819,380	832,750	818,030
General Service Charges	803	3,100	2,700
Miscellaneous Revenue	145,008	64,000	64,000
Interfund Revenue Transfers	6,000	256,000	256,000
TOTAL REVENUES	\$ 1,021,191	1,240,850	1,190,730

**COMMUNITY SERVICES - RECREATION
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 1,030,153	1,218,660	1,142,445
Wages	561,227	536,077	597,675
Benefits	273,327	347,289	323,785
	<u>\$ 1,864,707</u>	<u>2,102,026</u>	<u>2,063,905</u>
<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 150,137	133,946	131,888
Maintenance and Operations	15,917	20,896	30,869
Utilities	207,181	245,025 *1	239,490
Professional/Technical Svcs	357,514	306,512	305,090
Other Expenses	27,303	36,251 *2	35,751 *3
	<u>\$ 758,052</u>	<u>742,630</u>	<u>743,088 *4</u>

*1 Includes decreased funding of \$105,000 for gas and electricity.

*2 Includes decreased funding of \$8,800 for miscellaneous items.

*3 Includes one-time funding of \$3,300 for hepatitis B vaccinations.

*4 Includes increased fundings of \$12,300 for summer camp transportation (offset by increased revenue) and \$4,000 for Deer Hollow Farm operations (offset by increased revenue), and decreased funding of \$3,000 for miscellaneous reductions.

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LIBRARY SERVICES DEPARTMENT

The Library Services Department is responsible for the administration and provision of library services. Library services include Children's Services, Teen Services, Outreach Services, Adult Services, Customer Services and Support Services. The Library Services Department is, along with most nearby public libraries, a member of the Silicon Valley Library System, a cooperative which develops regional services and solutions to meet the needs of all residents in the area.

ADMINISTRATION

Administration is responsible for the management of the Library Services Department. General administration of the Library includes fiscal management, facility management, public relations, personnel and acquisition of all materials.

PUBLIC SERVICES DIVISION

The Public Services Division includes the Children's Services, Teen Services, Outreach Services, Adult Services and Customer Services functions.

Children's Services provides a full range of materials, services and programs to children, parents, adults working with children, agencies and organizations serving children and educational institutions. This includes providing a carefully selected collection of materials, arranging classes to visit the Library, promoting reading and communication skills through storytelling, book talks, puppets, musical programs, reading readiness programs and preparing special reading lists.

Teen Services provides materials and services to meet the special interests and needs of teens, including a group study area, textbook collection and a collection of popular books and music CDs.

Outreach Services provides materials and services to day-care centers, retirement homes, after-school care centers, convalescent hospitals, employment sites and residential areas. With the

assistance of volunteers, home delivery of materials is provided each month to nonmobile residents through the Library's Special Outreach Services (SOS).

Adult Services provides access to information relating to vocational, educational, recreational, cultural and self-improvement needs.

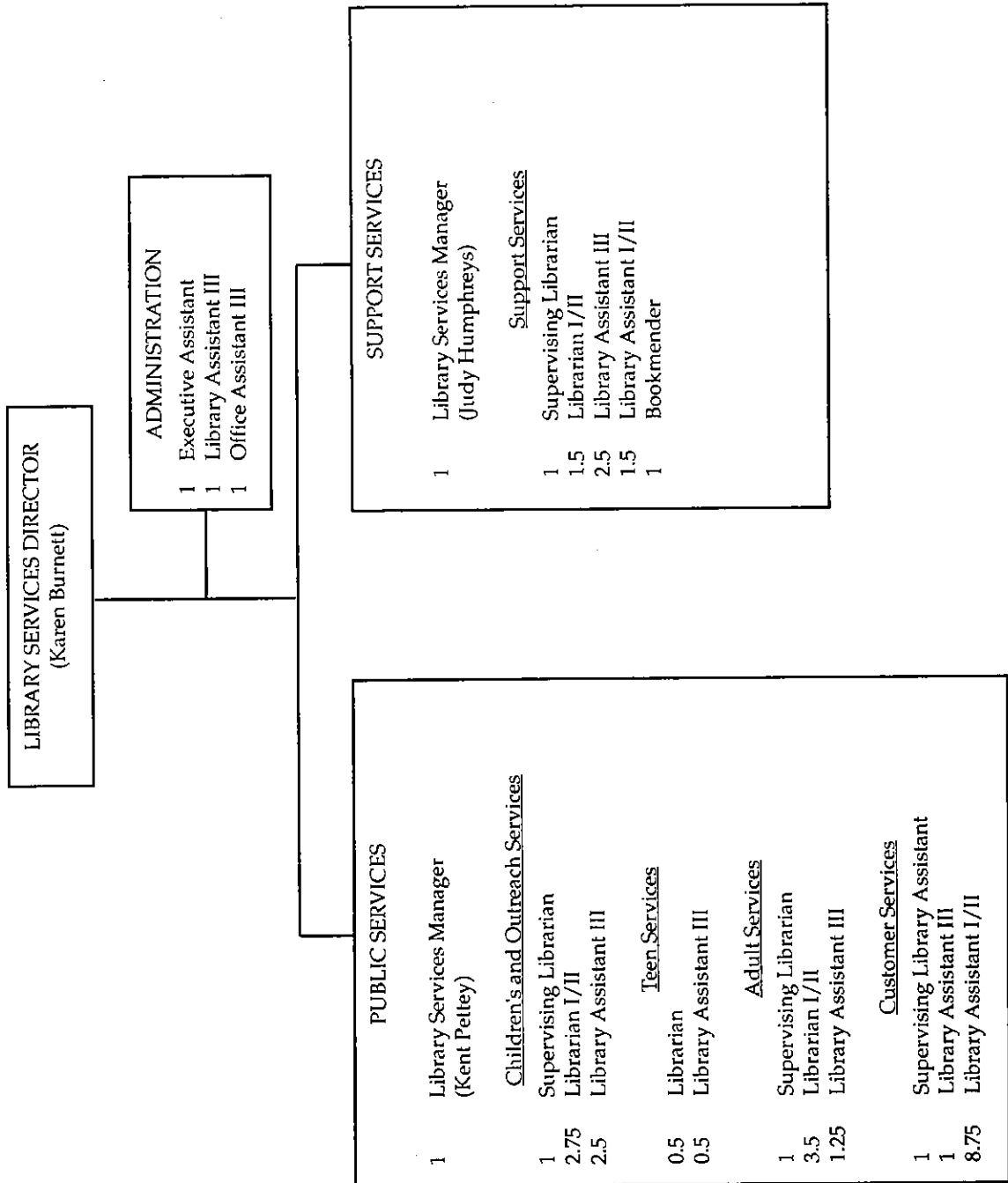
Activities include selecting library materials and providing instruction and assistance in their use. Reference and Readers' Advisory Services provides information and materials from sources outside the Library as well as those owned. To promote awareness of available materials, both in print and electronic formats, staff provides talks on books and reading, classes on the Internet, programs on topics of interest to the community, book lists and displays. The Section cooperates with community education programs and maintains a local history collection in cooperation with the Mountain View Historical Association.

Customer Services is responsible for lending and tracking library materials loaned to the public, registering customers, issuing Library cards, and collecting overdue fines and damage costs.

SUPPORT SERVICES DIVISION

The Support Services Division provides the support functions of cataloging, classification, physical preparation and maintenance of all materials in the Library's collection. Materials located outside the Library's collection are made available to the public through interlibrary loans and the Link+ service which is a consortium of academic and public libraries. This section also oversees the management and operation of the Library's automated catalog and circulation system, personal computers and access to the Internet. The catalog is publicly available from home or office computers 24 hours a day using the Internet or dial access.

LIBRARY SERVICES DEPARTMENT



FISCAL YEAR 2003-04 POSITION TOTALS: 24.0 Full-Time
13.25 Permanent Part-Time

LIBRARY SERVICES DEPARTMENT SUMMARY

DEPARTMENT MANAGER-LIBRARY SERVICES DIRECTOR

DEPARTMENT MISSION STATEMENT

The City of Mountain View Public Library is the information center for our diverse community, providing a dynamic place to share resources and ideas, to find joy in reading and to experience the power of lifelong learning.

DEPARTMENT FUNCTIONS

- Offer a variety of library resources, technology and assistance to help customers meet their information needs. (M 1, 2, 3, 4, 7, 8, 11, 12)
- Develop and maintain a quality collection of materials that meets customer needs into the future. (M 1, 2, 3, 5, 6, 9, 10, 12, 13)
- Provide quality services, systems and facilities to meet community needs and for lifelong learning. (M 7, 8, 14)

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Continue to implement appropriate goals of the strategic plan using the resources available.
- Explore and offer a variety of outreach services to the community.
- Implement Internet management software system for improved access to Internet resources.
- Continue efforts to expand and improve the Library's collections.
- Expand the Teen Service Program by working with other city and community resources.
- Improve customer response methods utilizing technology and new strategies.
- Continue to evaluate and improve work flow and processes.

PERFORMANCE/WORKLOAD MEASURES

	2001-02 Target	2001-02 Actual	2002-03 Target	2002-03 Actual	2003-04 Target
Public Services:					
1. Number of visitors and Library customers	500,000	606,949	750,000	665,962 ^(A)	750,000
2. Number of items circulated per capita	10	12	11	15.32	14
3. Number of items circulated per registered borrower		New for FY 2002-03	9	14.26	12
4. Percent of circulation that is customer self-check		New for FY 2002-03	>40%	23.17% ^(B)	>40%

LIBRARY SERVICES DEPARTMENT SUMMARY

	2001-02 Target	2001-02 Actual	2002-03 Target	2002-03 Actual	2003-04 Target
5. Percent of customers satisfied with the availability of title/subject fill (survey)		New for FY 2002-03	>80%	74.1% ^(B)	>80%
6. Percent of customers satisfied with the availability of items in browsing fill (survey)		New for FY 2002-03	>95%	83.7% ^(C)	>95%
7. Percent of customers satisfied with the accessibility, friendliness and helpfulness of Library staff (survey)		New for FY 2002-03	>90%	87.1% ^(B)	>90%
8. Percent of customers satisfied with the facility; the ease of use and accessibility of equipment (survey)		New for FY 2002-03	>90%	85.1% ^(B)	>90%
9. Percent of operating budget designated to material expenditures		New for FY 2002-03	>10%	10.8%	>10%
10. Number of children participating in children's programs	20,000	27,427	25,000	28,201 ^(D)	25,000
11. Percent of time of in-Library use of computers and ports		New for FY 2002-03	>75%	N/A ^(E)	Discontinued
12. Number of in-Library use of books and magazines		New for FY 2002-03	300,000	227,094 ^(A)	300,000
13. Turnover rate:					
— Juvenile collection			4	3.66	4
— Media collection			15	14.79	15
— Language collection			12	5.31	Discontinued
— Total collection			3	3.66	3
Support Services:					
14. Percent of new items that are available for public use within 3 weeks of receipt		New for FY 2002-03	>80%	82.4%	>80%

^(A) This measure's target is set high. It will be reviewed during the next fiscal year and revised according to actual totals.

^(B) This measure was set up in Fiscal Year 2002-03. The target was estimated too high and will be adjusted in Fiscal Year 2004-05.

^(C) Lower than expected due to the design of the survey. This will be reviewed prior to the next survey.

^(D) This measure's target is set low. It will be reviewed during the next fiscal year and revised according to actual totals.

^(E) Information not available as the Internet management software has not yet been implemented.

KP/BUD
LHP-026-01^

**LIBRARY SERVICES
DEPARTMENT SUMMARY**

POSITIONS	2001-02 ADJUSTED	2002-03 ADOPTED	2003-04 ADOPTED
Library Services Director	1	1	1
Library Services Manager	2	2	2
Supervising Librarian	3	3	3
Librarian I/II	9	9 *1	8.25 *1/3
Supervising Library Assistant	1	1	1
Executive Assistant	1	1	1
Library Assistant III	8.75	8.75	8.75
Library Assistant I/II	11.75	11.75 *1	10.25 *1
Office Assistant III	1	1	1
Bookmender	1	1	1
Total Permanent	39.50	39.50	37.25
Total Part-Time Hourly	13.12	11.10 *2	9.64 *2
TOTAL POSITIONS	52.62	50.60	46.89

*1 Unfunded .25 Librarian I/II position and 1.5 Library Assistant I/II positions for FY 2002-03 and eliminated them in FY 2003-04.

*2 Reduced hourly help due to discontinuation of Bookmobile services.

*3 Eliminated .50 Librarian I/II position.

DEPARTMENT PROGRAMS	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
Library Services Administration	\$ 493,488	582,075	535,995
Public Services	1,935,840	2,796,840	2,665,188
Support Services	1,412,919	707,123	744,771
	\$ 3,842,247	4,086,038	3,945,954

**LIBRARY SERVICES
DEPARTMENT SUMMARY**

<u>EXPENDITURE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries Wages and Benefits	\$ 3,211,394	3,347,786	3,307,148
Supplies and Other Services	612,146	701,852	606,706
Capital Outlay	0	11,000	32,000
Interfund Expenditures	18,707	25,400	100
TOTAL EXPENDITURES	<u>\$ 3,842,247</u>	<u>4,086,038</u>	<u>3,945,954</u>
 <u>FUNDING SOURCES</u>	 <u>2001-02 ACTUAL</u>	 <u>2002-03 ADOPTED</u>	 <u>2003-04 ADOPTED</u>
General Operating Fund	\$ 3,842,247	3,971,038	3,903,840
General Fund Reserve	0	115,000	42,114
TOTAL FUNDING	<u>\$ 3,842,247</u>	<u>4,086,038</u>	<u>3,945,954</u>
 <u>REVENUE SUMMARY</u>	 <u>2001-02 ACTUAL</u>	 <u>2002-03 ADOPTED</u>	 <u>2003-04 ADOPTED</u>
State Intergovernmental Revenue	\$ 113,141	50,500	800
General Service Charges	95,359	87,500	186,230
Miscellaneous Revenue	7,240	0	5,000
TOTAL REVENUES	<u>\$ 215,740</u>	<u>138,000</u>	<u>192,030</u>

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LIBRARY SERVICES—ADMINISTRATION

PROGRAM SUMMARY

PROGRAM MANAGER—LIBRARY SERVICES DIRECTOR

PROGRAM MISSION STATEMENT

To provide responsive administrative leadership and support to meet the changing needs of our diverse community and staff.

PROGRAM FUNCTIONS

- Provide administrative support for the Library staff, Library Board and the community through management of resources and dissemination of information.
- Develop and monitor the Library budget.
- Provide staff with appropriate training and team-building opportunities to strengthen the delivery of library services to the community.
- Provide information about library services and programs and promote library services to the diverse Mountain View community.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Continue to implement appropriate goals of the strategic plan using the resources available.
- Explore and offer a variety of outreach services to the community.
- Implement Internet management software system for improved access to Internet resources.
- Continue to refine staffing assignments, policies and procedures to maximize resources.
- Improve customer response methods utilizing technology and new strategies.
- Improve public information and promotion methods and materials.

KP/BUD
LHP-026-02^

**LIBRARY SERVICES - ADMINISTRATION
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2001-02 ADJUSTED</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Library Services Director	1	1	1
Executive Assistant	1	1	1
Library Assistant III	1	1	1
Office Assistant III	1	1	1
Total Permanent	4	4	4
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	4	4	4

<u>EXPENDITURE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries Wages and Benefits	\$ 374,229	393,850	403,400
Supplies and Other Services	119,259	177,125	100,495
Capital Outlay	0	11,000	32,000
Interfund Expenditures	0	100	100
TOTAL EXPENDITURES	\$ 493,488	582,075	535,995

<u>REVENUE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
State Intergovernmental Revenue	\$ 63,141	50,500 *1	800 *2
General Service Charges	1,757	0	29,750
Miscellaneous Revenue	5,314	0	5,000
TOTAL REVENUES	\$ 70,212	50,500	35,550

*1 Includes budget decrease of \$25,000 for State Public Library Funds. Total of \$50,000 all moved to the Administration Program.

*2 Includes elimination of \$50,000 for State Public Library Funds.

**LIBRARY SERVICES - ADMINISTRATION
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 291,288	311,016 *	316,274
Wages	29,069	22,525	22,525
Benefits	53,872	60,309	64,601
	<u>\$ 374,229</u>	<u>393,850</u>	<u>403,400</u>
<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 59,932	84,280 *1	35,200 *4
Maintenance and Operations	22,098	22,918	14,618
Utilities	3,076	24,750 *2	24,750
Professional/Technical Svcs	7,596	18,461	15,461
Other Expenses	26,557	26,716 *3	10,466
	<u>\$ 119,259</u>	<u>177,125</u>	<u>100,495</u>

* Includes decrease funding of \$2,600 for Sunday overtime.

*1 Includes the transfer of \$25,000 PLF funded budget from the Public Services Program.

*2 Includes funding of \$17,500 for T-1 line and internet service.

*3 Includes one-time funding of \$15,000 for miscellaneous electrical work and computer moves.

*4 Includes elimination of \$50,000 for State Public Library funds (PLF).

LIBRARY SERVICES—PUBLIC SERVICES PROGRAM SUMMARY

PROGRAM MANAGER—LIBRARY SERVICES MANAGER

PROGRAM MISSION STATEMENT

To facilitate the connection of the customer to information resources, develop quality library collections and provide lending services.

PROGRAM FUNCTIONS

- Offer a variety of library resources, technology and assistance to help customers meet their information needs.
- Develop and maintain a quality collection of materials that meets customer needs into the future.
- Provide quality services, systems and facilities to meet community needs and for lifelong learning.
- Provide quality reference assistance.
- Improve access to library materials by providing a variety of outreach services to the community.
- Ensure the preservation of the historical record of the City of Mountain View.
- Shelf materials in all sections of the Library accurately and in a timely manner.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Explore and offer a variety of outreach services to the community.
- Implement Internet management software system for improved access to Internet resources.
- Continue efforts to expand and improve the Library's collections.
- Expand the Teen Service Program by working with other city and community resources.
- Improve customer response methods utilizing technology and new strategies.
- Continue programming to meet a variety of community interests and needs.

LIBRARY SERVICES—PUBLIC SERVICES

PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Discontinue Bookmobile Service (\$87,800)

Eliminates Bookmobile services and reallocates staff to cover public desks in the Children's and Information areas of the Library. The Bookmobile is a more individualized and low-volume service compared with services inside the main Library. Data indicates that the service is not being utilized to the degree that it once was, nor is it a significant portion of the Library service program. Bookmobile circulation accounted for 2.75 percent of the total Library circulation in 2002. The majority of Bookmobile customers also use the main Library. *Eliminates service utilized by some groups, individuals and families. Other less costly outreach services can be provided.*

Staff Librarian (\$39,400)

Eliminates .50 Librarian position in the area of Adult Services. Internal Library operations would need to be reorganized to accommodate this reduction. *Maintains all major services and Library hours would remain unchanged. The purchase of an additional self-check machine, further operational efficiencies and possible increased use of volunteers will help to offset these impacts.*

- General Fund Reserve:

Hourly Monitors for Computer Area (one-time expenditure) \$18,000

Provides one-time funding for hourly staff to monitor computer area until system administration software is installed to track time limits on computer workstations.

KP/BUD
LHP-026-03^

**LIBRARY SERVICES - PUBLIC SERVICES
PROGRAM SUMMARY**

POSITIONS	2001-02 ADJUSTED	2002-03 ADOPTED	2003-04 ADOPTED
Library Services Manager	1	1	1
Supervising Librarian	2	2	2
Librarian I/II	7.50	7.50 *1	6.75 *1/3
Supervising Library Assistant	0	1 *2	1
Library Assistant III	3.50	5.25 *2	5.25
Library Assistant I/II	0	10.25 *3	8.75 *4
Total Permanent	14	27	24.75
Total Part-Time Hourly	11.70	11.10 *4	9.64 *5
TOTAL POSITIONS	25.70	38.10	34.39

*1 Unfunded .25 Librarian I/II position for FY 2002-03 and eliminated it in FY 2003-04.

*2 Transferred the Supervising Library Assistant position and 1.75 Library Assistant III positions from the Support Services Program.

*3 Eliminated .50 Librarian I/II position.

*4 Transferred 10.25 Library Assistant I/II positions from the Support Services Program, unfunded 1.5 Library Assistant I/II positions for FY 2002-03 and eliminated them in FY 2003-04.

*5 Reduced hourly help due to discontinuation of Bookmobile services.

EXPENDITURE SUMMARY	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
Salaries Wages and Benefits	\$ 1,498,688	2,303,970	2,233,934
Supplies and Other Services	418,445	467,570	431,254
Capital Outlay	0	0	0
Interfund Expenditures	18,707	25,300	0
TOTAL EXPENDITURES	\$ 1,935,840	2,796,840	2,665,188

REVENUE SUMMARY	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
State Intergovernmental Revenue	\$ 50,000	0 *	0
General Service Charges	93,602	87,500	151,990
Miscellaneous Revenue	1,926	0	0
TOTAL REVENUES	\$ 145,528	87,500	151,990

* Includes budget decrease of \$25,000 for State Public Library Funds, remaining \$25,000 moved to the Administration Program.

**LIBRARY SERVICES - PUBLIC SERVICES
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 872,232	1,542,203 *1	1,536,310
Wages	436,511	385,012	296,104 *2
Benefits	189,945	376,755	401,520
	<u>\$ 1,498,688</u>	<u>2,303,970</u>	<u>2,233,934</u>

*1 Includes decreased funding of \$10,000 for Sunday overtime.

*2 Includes decreased funding of \$87,800 for discontinuation of Bookmobile services.

<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 408,436	357,570 *1	365,140
Maintenance and Operations	9	0	0
Utilities	0	0	0
Professional/Technical Svcs	10,000	10,000	24,000
Other Expenses	0	100,000 *2	42,114 *3
	<u>\$ 418,445</u>	<u>467,570</u>	<u>431,254</u>

*1 Includes reduction in PLF funding of \$25,000 and transfer the remaining \$25,000 to the Administration Program.

*2 Includes one-time funding of \$100,000 for book collection/materials.

*3 Includes one-time funding of \$18,000 for hourly computer monitors and rebudget of one-time fund balance of \$24,114.

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LIBRARY SERVICES—SUPPORT SERVICES

PROGRAM SUMMARY

PROGRAM MANAGER—LIBRARY SERVICES MANAGER

PROGRAM MISSION STATEMENT

To manage library computers and computer systems and maintain the on-line catalog, to manage the physical condition of library collections and to provide and support resource sharing services.

PROGRAM FUNCTIONS

- Provide quality services, systems and facilities to meet community needs and for lifelong learning.
- Catalog, classify and process all incoming print and media items and all current issues of periodicals in a timely manner.
- Create and maintain the integrity of indexes which facilitate location and use of resources in the Library's collection.
- Maintain the library's computer system and make recommendations for the purchase of hardware and software to support the Library's service objectives.
- Maintain the excellent physical condition of the Library's collection.
- Provide access to materials not held in the Library's collection through resource sharing and interlibrary loan services.
- Support collection development activities through the timely, efficient and accurate acquisition of library materials within established budgetary parameters.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Implement Internet management software system for improved access to Internet resources.
- Improve customer response methods utilizing technology and new strategies.
- Continue to evaluate and improve work flow and processes.
- Continue the implementation and integration of new features and functionality of the Innovative Interfaces, Inc. software into workflow processes throughout the Library.

KP/BUD
LHP-026-04^

**LIBRARY SERVICES - SUPPORT SERVICES
PROGRAM SUMMARY**

POSITIONS	2001-02 ADJUSTED	2002-03 ADOPTED	2003-04 ADOPTED
Library Services Manager	1	1	1
Supervising Librarian	1	1	1
Librarian I/II	1.50	1.50	1.50
Supervising Library Assistant	1	0 *1	0
Library Assistant III	4.25	2.50 *1	2.50
Library Assistant I/II	11.75	1.50 *1	1.50
Bookmender	1	1	1
Total Permanent	21.50	8.50	8.50
Total Part-Time Hourly	1.42	0 *1	0
TOTAL POSITIONS	22.92	8.50	8.50

*1 Transferred the Supervising Library Assistant, 1.75 Library Assistant III and 10.25 Library Assistant I/II positions and all hourly help to the Public Services Program.

EXPENDITURE SUMMARY	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
Salaries Wages and Benefits	\$ 1,338,477	649,966	669,814
Supplies and Other Services	74,442	57,157	74,957
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 1,412,919	707,123	744,771

REVENUE SUMMARY	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
General Service Charges	\$ 0	0	4,490
TOTAL REVENUES	\$ 0	0	4,490

**LIBRARY SERVICES - SUPPORT SERVICES
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 1,074,223	541,150	551,639
Wages	37,848	0	0
Benefits	226,406	108,816	118,175
	<u>\$ 1,338,477</u>	<u>649,966</u>	<u>669,814</u>
<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 39,414	26,657	26,657
Maintenance and Operations	663	0	0
Utilities	141	0	0
Professional/Technical Srves	34,224	30,500	45,800
Other Expenses	0	0	2,500
	<u>\$ 74,442</u>	<u>57,157</u>	<u>74,957</u>

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FIRE DEPARTMENT

The Fire Department provides disaster preparedness and recovery training, fire prevention and housing code enforcement, fire suppression, rescue, emergency medical care, hazardous materials incident response and prevention, industrial waste discharge and general surface water pollution prevention and special services to the community. Department equipment and personnel are strategically deployed throughout the City to rapidly assist citizens when emergencies occur.

ADMINISTRATION

Administration is responsible for management of the Fire Department. The division provides strategic planning, leading, managing and supporting Fire Department personnel, and programs in the accomplishment of the Department's mission.

SUPPRESSION DIVISION

The Suppression Division consists of the Operations, the Personnel and Training and the Office of Emergency Services/Public Information Sections.

The Operations Section provides firefighting, hazardous materials incident, paramedic and rescue response services from five fire stations strategically located throughout the City. Firefighters also conduct fire prevention inspections, public education, equipment and facilities maintenance, as well as ongoing training activities.

The Personnel and Training Section plans, schedules and provides training to Firefighters. The section also coordinates the Firefighter recruitment and selection process.

The Office of Emergency Service/Public Information Section is responsible for disaster preparedness and coordinates disaster response.

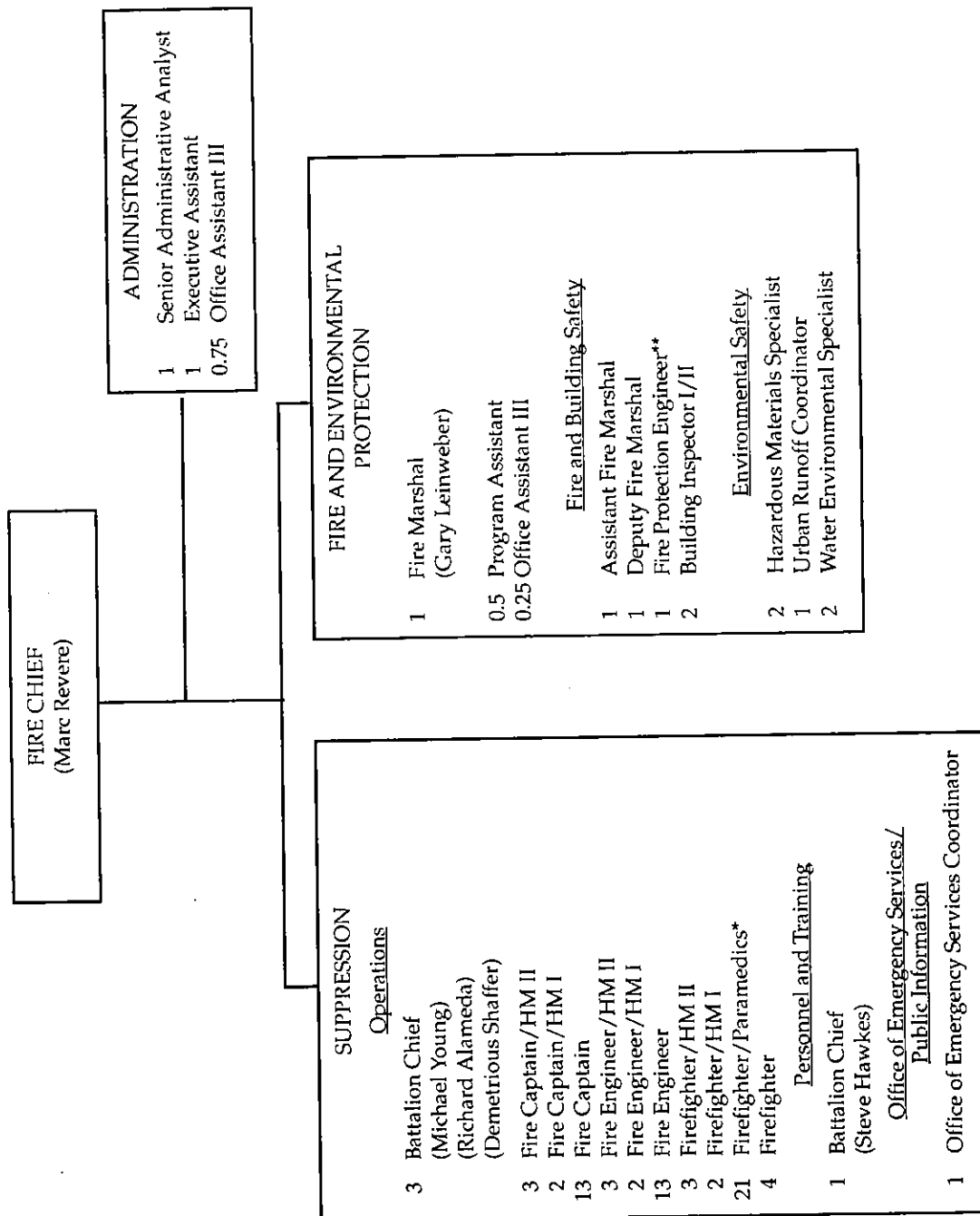
FIRE AND ENVIRONMENTAL PROTECTION DIVISION

The Fire and Environmental Protection Division consists of the Environmental Safety and the Fire and Building Safety Sections.

The Environmental Safety Section is responsible for the enforcement of local hazardous materials storage codes, State underground chemical storage tank regulations, industrial waste discharge, and Federal and State regulations related to the control of industrial waste and storm water runoff. Efforts are aimed at preventing uncontrolled releases and movement of hazardous and toxic substances.

The Fire and Building Safety Section is responsible for conducting the City's fire and housing code enforcement programs, fire cause investigations and technical support to the Suppression Division.

FIRE DEPARTMENT



* Authorization of 21 Paramedics includes Engineer level.

** Located in Community Development Department but budgeted in Fire Department.

FISCAL YEAR 2003-04 POSITION TOTALS: 86.0 Full-Time
0.5 Permanent Part-Time

FIRE DEPARTMENT SUMMARY

DEPARTMENT MANAGER–FIRE CHIEF

DEPARTMENT MISSION STATEMENT

To save lives and property, protect the environment and minimize risks of fire and natural disaster by translating service requests into action and investing in education, training and prevention.

DEPARTMENT FUNCTIONS

- Develop long-range plan process for modifications and changes in departmental activity based upon changing conditions.
- Respond quickly to all emergencies and take appropriate actions thereby reducing loss of life, property and environmental damage while ensuring the safety of all Fire personnel involved. (M 1)
- Maintain a professional level of operational readiness as Firefighters, Paramedics, Emergency Medical Technicians, Hazardous Materials First-Responders, Hazardous Materials Technicians and Rescuers. (M 2, 3)
- Provide annual training and coordination for City staff and residential and business community volunteers on disaster preparedness, response and recovery.
- Maintain an ongoing fire prevention program, hazardous materials and underground storage tank inspection program. (M 6, 8)
- Ensure that facilities using or storing hazardous materials, or discharging wastewater into the sanitary or storm sewers comply with applicable Federal, State and local requirements. (M 5, 6)
- Maintain a proactive rental housing inspection program. (M 7, 8)

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Transition the Emergency Communications Division from the Fire Department to the Police Department.
- Review the emergency operations manual to coincide with industry best practices.
- Cross-train one of the department's Fire Protection Engineers in wastewater urban runoff and fire inspection procedures.

FIRE
DEPARTMENT SUMMARY

PERFORMANCE/WORKLOAD MEASURES

	2001-02 Target	2001-02 Actual	2002-03 Target	2002-03 Actual	2003-04 Target
Suppression:					
1. Percent of emergency calls (Fire, Paramedic, Hazardous Materials, etc.) where Fire Department units arrive on scene within six minutes of notification	>85%	87%	>85%	89%	>85%
2. Fire calls per 1,000 population	2.26	1.58	2.26	1.65	1.7
3. Emergency medical responses per 1,000 population	40.93	35.86	40.93	35.61	38
Fire and Environmental Protection:					
4. Percent of environmental permit inspections cleared of violations within specified deadline	>75%	96%	>75%	90%	Discontinued
5. Percent of plans checked within five working days of receipt by division	100%	100%	100%	100%	100%
6. Number of inspections conducted by Environment Safety Section	1,500	1,486	1,500	1,477	1,500
7. Percent of total apartment and hotel complex inventory proactively inspected annually	>20%	20.4%	>20%	21.2%	>20%
8. Percent of total R1 inventory inspected annually				New for FY 2003-04	100%

LM/BUD
LHP-172-01^

**FIRE
DEPARTMENT SUMMARY**

POSITIONS	2001-02 ADJUSTED	2002-03 ADOPTED	2003-04 ADOPTED
Fire Chief	1	1	1
Battalion Chief	4	4	4
Fire Marshal	1	1	1
Office of Emergency Svcs Coordinator	1	1	1
Assistant Fire Marshal	1	1	1
Fire Protection Engineer	2	2	1 *3
Deputy Fire Marshal	1	1	1
Fire Captain/HM II	3	3	3
Fire Captain/HM I	2	2	2
Fire Captain	13	13	13
Fire Engineer/HM II	3	3	3
Fire Engineer/HM I	2	2	2
Fire Engineer	13	13	13
Firefighter/HM II	3	3	3
Firefighter/HM I	2	2	2
Firefighter/Paramedic	21 *1	21 *1	21 *1
Firefighter	4	4	4
Haz Mat Specialist	2	2	2
Urban Runoff Coordinator	1	1	1
Water Environmental Specialist	2	2	2
Program Assistant	0.50	0.50	0.50
Building Inspector I/II	2	2	2
Senior Administrative Analyst	1	1	1
Executive Assistant	1	1	1
Office Assistant III	2	2 *2	1 *2
Total Permanent	88.50	88.50	86.50
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	88.50	88.50	86.50

*1 Authorization of 21 Paramedics includes Engineer level.

*2 Unfunded .50 Office Assistant III position for FY 2002-03 and eliminated it in FY 2003-04.

*3 Eliminated a Fire Protection Engineer position.

**FIRE
DEPARTMENT SUMMARY**

<u>DEPARTMENT PROGRAMS</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Fire Administration	\$ 541,357	599,684	536,137
Fire Suppression	10,135,743	10,956,178	11,358,085
Fire and Environmental Protection	1,700,903	1,850,364	1,840,331
	<u>\$ 12,378,003</u>	<u>13,406,226</u>	<u>13,734,553</u>

<u>EXPENDITURE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries Wages and Benefits	\$ 11,433,586	12,041,624	12,682,956
Supplies and Other Services	556,666	936,802	796,497
Capital Outlay	149,486	182,500	0
Interfund Expenditures	238,265	245,300	255,100
TOTAL EXPENDITURES	<u>\$ 12,378,003</u>	<u>13,406,226</u>	<u>13,734,553</u>

<u>FUNDING SOURCES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
General Operating Fund	\$ 11,376,276	11,992,253	12,499,693
General Fund Reserve	0	296,400	24,400
Budget Transition Reserve	0	0	20,000
Shoreline Regional Park Community	54,507	93,553	95,253
Wastewater	947,220	1,024,020	1,095,207
TOTAL FUNDING	<u>\$ 12,378,003</u>	<u>13,406,226</u>	<u>13,734,553</u>

<u>REVENUE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
General Licenses & Permits	\$ 299,358	290,040	290,040
Fines and Forfeitures	64,287	0	0
State Intergovernmental Revenue	9,198	5,040	13,250
General Service Charges	152,681	123,670	130,550
Miscellaneous Revenue	234,956	227,000	231,890
TOTAL REVENUES	<u>\$ 760,480</u>	<u>645,750</u>	<u>665,730</u>

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FIRE—ADMINISTRATION PROGRAM SUMMARY

PROGRAM MANAGER—FIRE CHIEF

PROGRAM MISSION STATEMENT

To provide leadership and management to Fire Department divisions; identify related needs of the community and effectively manage department resources toward meeting those needs.

PROGRAM FUNCTIONS

- Develop long-range plan process for modifications and changes in departmental activity based upon changing conditions.
- Keep City Management and Council apprised of enhanced service level alternatives.
- Act as a liaison between the department, other jurisdictions and agencies to maximize the effectiveness of the organization and to share resources when appropriate.
- Analyze and plan for the department's capital and personnel needs based upon budget cycle.
- Develop and sustain internal and external communicating processes.
- Keep current on legislation that affects Fire Department-related services.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Transition the Emergency Communications Division from the Fire Department to the Police Department.

MAJOR PROGRAM CHANGES

- General Operating Fund:

Clerical Support (\$64,900)

Eliminates 1.0 Office Assistant III position and consolidates clerical support functions with the Police Department. Will create efficiencies and allow the elimination of 1.0 Office Assistant III position. *Increases workload for remainder of clerical staff.*

Miscellaneous Reductions (\$3,300)

Reduces training and travel budget. *No significant impact.*

LM/BUD
LHP-172-02^

**FIRE - ADMINISTRATION
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2001-02 ADJUSTED</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Fire Chief	1	1	1
Senior Administrative Analyst	1	1	1
Executive Assistant	1	1	1
Office Assistant III	1.75	1.75	0.75 *
Total Permanent	4.75	4.75	3.75
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	4.75	4.75	3.75

* Eliminated an Office Assistant III position.

<u>EXPENDITURE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries Wages and Benefits	\$ 482,098	522,085	473,493
Supplies and Other Services	52,262	70,199	54,944
Capital Outlay	0	0	0
Interfund Expenditures	6,997	7,400	7,700
TOTAL EXPENDITURES	\$ 541,357	599,684	536,137

<u>REVENUE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Miscellaneous Revenue	\$ 440	0	0
TOTAL REVENUES	\$ 440	0	0

FIRE - ADMINISTRATION PROGRAM SUMMARY

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 371,838	419,745	373,602
Wages	19,661	0	0
Benefits	90,599	102,340	99,891
	<u>\$ 482,098</u>	<u>522,085</u>	<u>473,493</u>
 <u>SUPPLIES AND SERVICES</u>	 <u>2001-02 ACTUAL</u>	 <u>2002-03 ADOPTED</u>	 <u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 38,158	43,014 *1	43,014
Maintenance and Operations	2,345	2,000	2,000
Utilities	493	0	0
Professional/Technical Svcs	1,013	0	0
Other Expenses	10,253	25,185 *2	9,930 *3
	<u>\$ 52,262</u>	<u>70,199</u>	<u>54,944</u>

*1 Includes funding of \$2,000 for awards and recognition supplies.

*2 Includes one-time funding of \$12,000 for department accreditation.

*3 Includes decreased funding of \$3,300 for miscellaneous training and travel reductions.

FIRE—SUPPRESSION PROGRAM SUMMARY

PROGRAM MANAGER—FIRE CHIEF

PROGRAM MISSION STATEMENT

To provide a well-trained, effective response force that safeguards lives and property and protect the environment by providing services which reduce the risk or losses incurred by fire, medical emergencies, hazardous materials incidents and natural disasters, and to prepare City staff and community for response to and recovery from natural and man-made disasters.

PROGRAM FUNCTIONS

- Respond quickly to all emergencies and take appropriate actions thereby reducing loss of life, property and environmental damage while ensuring the safety of all Fire personnel involved.
- Maintain a professional level of operational readiness as Firefighters, Paramedics, Emergency Medical Technicians, Hazardous Materials First-Responders, Hazardous Materials Technicians and Rescuers.
- Provide annual training and coordination for City staff and residential and business community volunteers on disaster preparedness, response and recovery.
- Participate in ongoing fire and life safety activities through public education, community training, prefire planning and fire prevention inspections.
- Seek out and consider for organizational incorporation cost-effective innovations in equipment and methodologies.
- Maintain the Emergency Operations Center (EOC) in a state of readiness.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Review the emergency operations manual to coincide with industry best practices.
- Conduct three CERT classes, including one in Spanish.
- Conduct a confined space rescue joint training exercise for Fire and Public Services personnel.

FIRE—SUPPRESSION PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Hazardous Materials Response

(\$45,000)

Reduces training and incremental HazMat pay for one position. The HazMat program will be reviewed during Fiscal Year 2003-04 as the original recommendation was to phase out the program. Santa Clara County has a mutual aid plan that states the County will respond to incidents in local jurisdictions that do not have a separate team. This change would be subject to "meeting and conferring" with IAFF Local 1965. *Maintains current level of service.*

Miscellaneous Reductions

(\$9,700)

Reduces training and travel (\$1,200), supplies and materials (\$4,000), contracts (\$2,000), general office (\$2,000) budgets and equipment maintenance (\$500). *No significant impact.*

- General Fund Reserve:

New Hire Cost (one-time expenditure)

\$24,400

Provides one-time funding for four Firefighter-level background costs associated with recruitments. The department anticipates four Firefighter vacancies from retirements during Fiscal Year 2003-04. Associated recruitment costs located in Employee Services Department. *Maintains desired level of recruiting standards.*

LM/BUD
LHP-172-03^

FIRE - SUPPRESSION PROGRAM SUMMARY

POSITIONS	2001-02 ADJUSTED	2002-03 ADOPTED	2003-04 ADOPTED
Battalion Chief	4	4	4
Office of Emergency Services Coordinator	1	1	1
Fire Captain/HM II	3	3	3
Fire Captain/HM I	2	2	2
Fire Captain	13	13	13
Fire Engineer/HM II	3	3	3
Fire Engineer/HM I	2	2	2
Fire Engineer	13	13	13
Firefighter/HM II	3	3	3
Firefighter/HM I	2	2	2
Firefighter/Paramedic	21 *1	21 *1	21 *1
Firefighter	4	4	4
Total Permanent	71	71	71
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	71	71	71

*1 Authorization of 21 Paramedics includes Engineer level.

EXPENDITURE SUMMARY	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
Salaries Wages and Benefits	\$ 9,428,018	9,899,933	10,618,890
Supplies and Other Services	353,241	660,045	516,995
Capital Outlay	149,486	182,500	0
Interfund Expenditures	204,998	213,700	222,200
TOTAL EXPENDITURES	\$ 10,135,743	10,956,178	11,358,085

REVENUE SUMMARY	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
General Licenses & Permits	\$ 45	40	40
State Intergovernmental Revenue	9,198	5,040	13,250
General Service Charges	16,377	3,700	3,000
Miscellaneous Revenue	223,418	217,000	221,890
TOTAL REVENUES	\$ 249,038	225,780	238,180

FIRE - SUPPRESSION PROGRAM SUMMARY

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 7,461,551	7,598,862 *1	7,981,510 *2
Wages	0	0	0
Benefits	1,966,467	2,301,071	2,637,380
	<u>\$ 9,428,018</u>	<u>9,899,933</u>	<u>10,618,890</u>

*1 Includes increased funding of \$50,000 for overtime.

*2 Includes decreased funding of \$45,000 for hazardous materials response.

<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 166,117	172,329 *1	166,329
Maintenance and Operations	19,156	56,996	56,496
Utilities	40,648	34,245 *2	57,345
Professional/Technical Svcs	69,833	148,882 *3	146,882
Other Expenses	57,487	247,593 *4	89,943 *5
	<u>\$ 353,241</u>	<u>660,045</u>	<u>516,995 *6</u>

*1 Includes funding of \$2,000 for Cadet Program supplies.

*2 Includes decreased funding of \$9,000 for Fire Station 5 gas and electricity and transfer of \$22,500 to the Emergency Communications Program.

*3 Includes increased funding of \$40,000 for EMS Coordinator contract.

*4 Includes increased funding of \$5,000 for disaster trailer administration and maintenance, and includes one-time fundings of \$15,000 for executive leadership training, \$31,000 for company officer training, \$4,000 for breathing apparatus hydrostatic testing, \$3,500 for HazMat monitor recalibration, \$3,000 for Draeger civil defense test kit, \$2,900 for Hazkat kit replacement, \$2,600 for training, \$16,000 for two assessment centers, and \$100,000 for new hire costs for ten new hires.

*5 Includes one-time funding of \$24,400 for new hire costs.

*6 Includes decreased funding of \$9,700 for miscellaneous reductions.

FIRE—FIRE AND ENVIRONMENTAL PROTECTION PROGRAM SUMMARY

PROGRAM MANAGER—FIRE MARSHAL

PROGRAM MISSION STATEMENT

To protect the health, safety and welfare of the community through a comprehensive program emphasizing fire prevention, fire investigation, public education/outreach, environmental compliance and housing inspection.

PROGRAM FUNCTIONS

- Maintain an ongoing fire prevention program, hazardous materials and underground storage tank inspection program.
- Ensure that facilities using or storing hazardous materials, or discharging wastewater into the sanitary or storm sewers, comply with applicable Federal, State and local requirements.
- Maintain a proactive rental housing inspection program.
- Maintain an effective permitting program requiring businesses to submit critical information about their hazardous materials storage, use and wastewater discharge practices.
- Identify and remove any abandoned or unmonitored underground storage tanks which may have contained hazardous materials.
- Review and inspect facilities discontinuing the use or storing of hazardous materials.
- Review plans and inspect new construction projects for compliance with applicable codes and ordinances.
- Provide technical assistance at hazardous materials incidents.
- Provide counseling and education for juvenile fire setters to prevent repeat offenses.
- Investigate all suspicious, fatal and high-dollar-loss fires to determine cause, origin and circumstances.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Cross-train one of the department's Fire Protection Engineers in wastewater urban runoff and fire inspection procedures.

FIRE—FIRE AND ENVIRONMENTAL PROTECTION PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Fire Protection Engineer	(\$123,000)
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Eliminates 1.0 Fire Protection Engineer. This position, along with one other, is assigned to the Building Inspection Division for building plan checking and inspection. Declining building permits and activity allows for the decrease from two positions to one. *Adjusts capacity of inspection services to meet anticipated level of development activity.*

Miscellaneous Reductions	(\$2,000)
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Reduces contracts budget. *No significant impact.*

- Budget Transition Reserve:

Fire Inspection Program Operation Review (one-time expenditure)	\$20,000
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Provides one-time funding to conduct an operational review of the fire inspection program.

LM/BUD
LHP-172-04^

**FIRE - FIRE AND ENVIRONMENTAL PROTECTION
PROGRAM SUMMARY**

POSITIONS	2001-02 ADJUSTED	2002-03 ADOPTED	2003-04 ADOPTED
Fire Marshal	1	1	1
Assistant Fire Marshal	1	1	1
Fire Protection Engineer	2	2	1 *
Deputy Fire Marshal	1	1	1
Haz Mat Specialist	2	2	2
Urban Runoff Coordinator	1	1	1
Water Environmental Specialist	2	2	2
Building Inspector I/II	2	2	2
Program Assistant	0.50	0.50	0.50
Office Assistant III	0.25	0.25	0.25
Total Permanent	12.75	12.75	11.75
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	12.75	12.75	11.75

* Eliminated a Fire Protection Engineer position.

EXPENDITURE SUMMARY	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
Salaries Wages and Benefits	\$ 1,523,470	1,619,606	1,590,573
Supplies and Other Services	151,163	206,558	224,558
Capital Outlay	0	0	0
Interfund Expenditures	26,270	24,200	25,200
TOTAL EXPENDITURES	\$ 1,700,903	1,850,364	1,840,331

REVENUE SUMMARY	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
General Licenses & Permits	\$ 299,313	290,000	290,000
Fines and Forfeitures	64,287	0	0
General Service Charges	136,304	119,970	127,550
Miscellaneous Revenue	11,098	10,000	10,000
TOTAL REVENUES	\$ 511,002	419,970	427,550

**FIRE - FIRE AND ENVIRONMENTAL PROTECTION
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 1,209,609	1,275,506	1,244,566
Wages	0	0	0
Benefits	313,861	344,100	346,007
	<u>\$ 1,523,470</u>	<u>1,619,606</u>	<u>1,590,573</u>
<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 18,620	26,250	26,250
Maintenance and Operations	753	3,550	3,550
Utilities	1,179	500	500
Professional/Technical Svcs	120,172	162,208 *1	160,208 *2
Other Expenses	10,439	14,050	34,050 *3
	<u>\$ 151,163</u>	<u>206,558</u>	<u>224,558</u>

*1 Includes increased funding of \$19,000 for nonpoint source dues to Santa Clara Valley Water District.

*2 Includes decreased funding of \$2,000 for miscellaneous reductions.

*3 Includes one-time funding of \$20,000 for Fire Inspection Program Operations Review.

NOTES

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POLICE DEPARTMENT

The Police Department is responsible for maintaining the safety and protection of the community by means of crime prevention and educational programs, the apprehension and prosecution of criminals and the management of noncriminal public activities. The department provides uniform Police services with its primary functions being responding to criminal activity and calls for service in an effective and timely manner, providing crime suppression and prevention activities. The department provides follow-up investigations, record keeping, processing of warrants of arrest and the coordination of all personnel and training functions. The department also provides 9-1-1 answering and dispatch services and public safety computerized records management.

ADMINISTRATION

Administration is responsible for the management of the Police Department and for investigating all complaints against Police employees. Additionally, this division is responsible for coordinating and implementing crime prevention activities and relaying public information and for the administrative maintenance of national accreditation.

FIELD OPERATIONS DIVISION

The Field Operations Division is responsible for providing all uniform police services to the community. Its primary function includes responding to criminal activity and calls for service in an effective and timely manner and providing crime suppression and prevention activities. Within this division resides Patrol, Traffic Safety, Special Operations and Special Services and Information.

SUPPORT OPERATIONS DIVISION

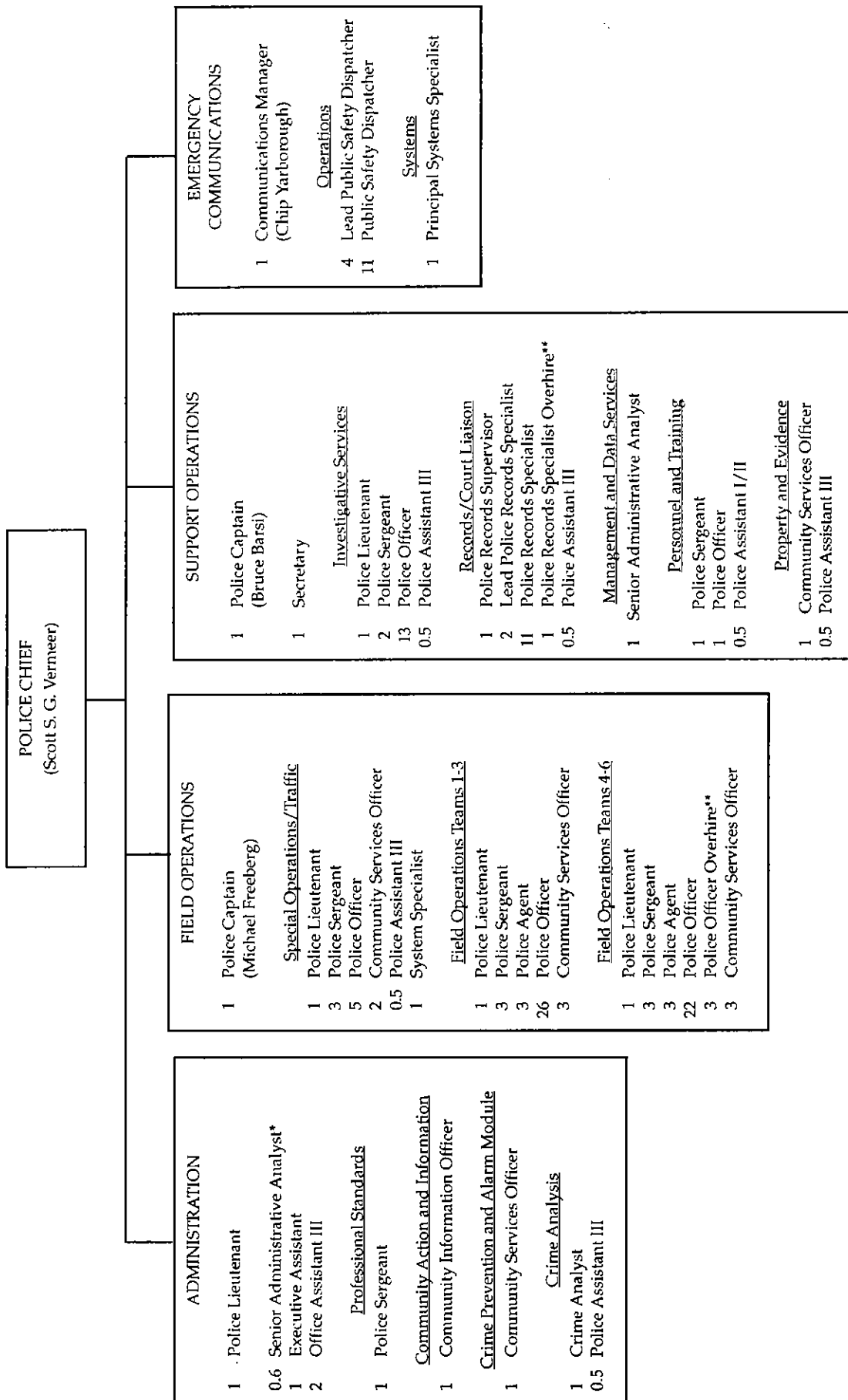
The Support Operations Division is responsible for supporting all patrol units through follow-up investigations through proactive investigative teams comprised of Crime Suppression which addresses narcotic and vice issues; General Crimes which addresses fraud, persons crimes, auto theft and high-tech crime; Youth Services which addresses youth crimes and educates youth, businesses and the general population on prevention measures; and the tracking of crime trends and criminal events to help ensure prosecution.

Additionally, this division is responsible for record-keeping activities such as filing; indexing and collecting of records and statistical information; processing of warrants of arrest; and for the coordination of all personnel and training functions.

EMERGENCY COMMUNICATIONS DIVISION

Answering all 9-1-1 and nonemergency calls for public safety, Dispatchers use a computer-aided dispatch system to determine and dispatch the most appropriate response of Firefighters, Police Officers and/or ambulances. Telephone service for the hearing- and speech-impaired and language translation are available. Dispatchers provide medical instruction to callers in emergency medical situations as appropriate. This Division also manages the City's various radio systems and public safety computer system.

POLICE DEPARTMENT



FISCAL YEAR 2003-04 POSITION TOTALS: 147.6 Full-Time 3.0 Permanent Part-Time

*The other 0.4 of this position is located in the City Manager's Office.
 **Three Police Officer overhire positions and one Police Records Specialist overhire position are funded on a one-time, as-needed, basis.

POLICE
DEPARTMENT SUMMARY

DEPARTMENT MANAGER-POLICE CHIEF

DEPARTMENT MISSION STATEMENT

To protect life and property while honoring the Constitution and fulfilling our oath of office in order to serve the Mountain View community with professionalism and respect.

DEPARTMENT FUNCTIONS

- Promote a sense of security through comprehensive and proactive prevention programs, apprehend and prosecute criminals and respond timely and professionally to requests for police service. (M 1, 2)
- Work cooperatively with the community, City and other criminal justice agencies in order to protect life and property. (M 3, 4, 5, 6, 7, 8, 9, 10, 11, 12)
- Recruit, select, train and retain highly qualified personnel representing the diversity of the Mountain View community. (M 13)
- Maintain support services functions to fulfill responsibilities related to systems technologies, records, warrants and property and evidence. (M 14)
- Provide communications services to the community for police, fire and medical emergencies. (M 15, 16, 17, 18, 19, 20, 21, 22)

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Continue transition of the department into community policing philosophies and strategies.
- Continue to enhance programs to improve communication with the community.
- Maintain Police Department accreditation by the Commission for Accreditation of Law Enforcement Agencies (CALEA) and continue implementation of strategies adopted.
- Maintain aggressive outreach programs for all levels of the organization to attract a diverse pool of Police candidates in order to continue improving organizational diversity.
- Develop sound capability to handle homeland security issues.
- Integrate Communications Division into the Police Department.

POLICE
DEPARTMENT SUMMARY

PERFORMANCE/WORKLOAD MEASURES

	2001-02 Target	2001-02 Actual	2002-03 Target	2002-03 Actual	2003-04 Target
Administration:					
1. Percent of citizen complaints resolved and notification made to complaining party within 60 days	>90%	94.44%	>90%	96.6%	>90%
2. Percent reduction in false alarm responses through use of community education, false alarm warnings, and billing of frequent violators	>5%	12%	>5%	25%	>5%
Field Operations:					
3. Percent of calls for service workload handled by Community Services Officer (CSO) staff	>20%	12% ^(A)	>20%	16% ^(B)	>16%
4. Percent of time response is made to emergency calls for service within 4 minutes	>95%	49.5% ^(C)	>95%	55.5% ^(C)	Discontinued
5. Incident reports processed (total calls for service)	60,000	60,802	60,000	51,985	60,000
6. Part I crimes reported (murder, rape, robbery, aggravated assault, burglary, larceny—theft, auto theft)	3,000	2,656	3,000	2,254	3,000
7. Part II crimes reported (all other crimes)	3,750	3,970	3,750	3,976	3,750
8. Traffic collisions reported					
— Injury/Fatality	200	296	200	246	200
— Property damage only	900	601	900	523	900
9. Adult arrests	3,200	3,128	3,200	3,022	3,200
10. Juvenile arrests	400	280	400	248	400
11. Moving violations issued	5,000	7,968	5,000	9,308	5,000
Support Operations:					
12. Percent of total reported Part 1 crimes cleared by arrest or exception	>25%	34%	>25%	34%	>25%
13. Percent of Police Officer background investigations completed (conditional offer made) within 45 days of assignment	>80%	95%	>80%	87%	>80%
14. Percent of police reports, field identification cards and citations entered in records databases prior to the 5th day of the following month	>90%	95%	>90%	94%	>90%

POLICE
DEPARTMENT SUMMARY

	2001-02 Target	2001-02 Actual	2002-03 Target	2002-03 Actual	2003-04 Target
Emergency Communications:					
15. Percent of incoming 9-1-1 emergency lines that are answered within 9 seconds of receipt	>95%	98.5%	>95%	99%	>95%
16. Police dispatched calls for service	86,000	82,088	86,000	81,903	86,000
17. Fire dispatched calls for service	5,500	5,269	5,500	5,051	5,500
18. Total MOC calls handled	1,200	1,244	1,200	1,350	1,200
19. Calls processed per dispatcher	11,538	13,664	11,538	10,564	11,538
20. Percent of emergency medical dispatch calls where Emergency Medical Dispatch services were provided to the public	>85%	87%	>85%	83.8% ^(D)	>85%
21. Percent compliance to protocol on Emergency Medical Dispatch calls	>90%	96.2%	>90%	95.09%	>90%
22. Percent of fire service dispatched within 60 seconds of call receipt	>90%	15.1% ^(E)	>90% ^(F)	15.6% ^(E)	Discontinued

^(A) Low due to position vacancy and training.

^(B) This measure has gradually increased over time and is impacted by position vacancies and time away for required training.

^(C) This measures time call is received by Dispatcher to time Officer arrives on scene. Currently, this measure does not take into consideration the time an Officer spends assessing scene upon arrival before coming in contact with the caller. This measure will be discontinued until a new measure can be developed.

^(D) In the first quarter, Dispatch received more calls than it was possible to provide emergency medical dispatch services for due to the activity level in the Emergency Communications Center or because of the training/certification level of the person taking the call.

^(E) Measure under review. Factors not identified previously are causing a lower than anticipated actual.

^(F) Measure changed to exclude EMS calls beginning Fiscal Year 2002-03.

LP/BUD

LHP-305-01^

**POLICE
DEPARTMENT SUMMARY**

POSITIONS	2001-02 ADJUSTED	2002-03 ADOPTED	2003-04 ADOPTED
Police Chief	1	1	1
Police Captain	2	2	2
Police Lieutenant	5	5	5
Police Sergeant	13	13	13
Police Agent	6	6	6
Police Officer	68	68 *1	67 *1
Police Officer (Overhire)	5	5 *2	3 *3
Community Information Officer	1	1	1
Community Services Officer	11	11	10 *3
Communications Manager	1	1	1
Principal Systems Specialist	1	1	1
Police Records Supervisor	1	1	1
Senior Administrative Analyst	1	1	1.60 *4
Crime Analyst	1	1	1
Systems Specialist	1	1	1
Property & Fingerprint Technician	1	1	0 *3
Lead Public Safety Dispatcher	4	4	4
Lead Public Safety Dispatcher Overhire	2	2 *2	0 *3
Public Safety Dispatcher	11	11	11
Lead Police Records Specialist	2	2	2
Police Records Specialist	11	11	11
Police Records Specialist Overhire	0	0	1 *5
Police Assistant III	3	3	2.50 *4
Police Assistant I/II	0	0	0.50 *6
Executive Assistant	1	1	1
Secretary	2	2	1 *4
Office Assistant III	3.50	3.50 *1	2 *1
Total Permanent	158.50	158.50	150.60
Total Part-Time Hourly	3.04	3.04	2.55 *7
TOTAL POSITIONS	161.54	161.54	153.15

*1 Unfunded one Police (Recruiting) Officer position and 1.50 Office Assistant III positions for FY 2002-03 and eliminated them in FY 2003-04.

*2 Funding for three Police Officer and two Lead Public Safety Dispatcher Overhire positions moved to one-time as needed.

*3 Eliminated two Police Officer Overhire positions, one Community Services Officer position, the Property and Fingerprint Technician position, and two Lead Public Safety Dispatcher Overhire positions.

*4 Mid-year reclassification of a Secretary position to Senior Administrative Analyst, elimination of .50 Police Assistant III position and FY 2003-04 elimination of .40 Senior Administrative Analyst position.

*5 Addition of one Police Records Specialist Overhire position for FY 2003-04.

*6 Addition of .50 Police Assistant I/II position.

*7 Eliminated hours.

**POLICE
DEPARTMENT SUMMARY**

<u>DEPARTMENT PROGRAMS</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Police Administration	\$ 1,387,010	1,256,490	1,477,402
Field Operations	11,011,102	11,981,558	12,240,923
Support Operations	3,840,144	4,407,556	4,872,251
Emergency Communications	1,962,167	2,232,705	2,167,519
	<u>\$ 18,200,423</u>	<u>19,878,309</u>	<u>20,758,095</u>
<u>EXPENDITURE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries Wages and Benefits	\$ 15,763,913	17,216,589	18,232,537
Supplies and Other Services	1,892,882	2,137,720	2,010,584
Capital Outlay	157,643	59,800	22,750
Interfund Expenditures	385,985	464,200	492,224
TOTAL EXPENDITURES	<u>\$ 18,200,423</u>	<u>19,878,309</u>	<u>20,758,095</u>
<u>FUNDING SOURCES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
General Operating Fund	\$ 17,857,390	19,408,469	20,200,736
General Fund Reserve	0	254,029	234,857
Budget Transition Reserve	0	0	73,000
Supplemental Law Enforcement Services	217,113	189,811	137,789
Grants Fund	125,920	0	85,713
Shoreline Regional Park Community	0	26,000	26,000
TOTAL FUNDING	<u>\$ 18,200,423</u>	<u>19,878,309</u>	<u>20,758,095</u>
<u>REVENUE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
General Licenses & Permits	\$ 29,698	62,000	59,150
Fines & Forfeitures	498,958	517,000	579,000
Local Intergovernmental Revenue	122,770	60,000	95,000
State Intergovernmental Revenue	324,168	342,809	301,142
Federal Intergovernmental Revenue	110,503	0	0
General Service Charges	162,135	145,270	225,620
Miscellaneous Revenue	295,887	250,800	326,550
Interfund Revenue Transfers	14,702	0	9,524
TOTAL REVENUES	<u>\$ 1,558,821</u>	<u>1,377,879</u>	<u>1,595,986</u>

POLICE—ADMINISTRATION

PROGRAM SUMMARY

PROGRAM MANAGER—POLICE CHIEF

PROGRAM MISSION STATEMENT

To provide leadership and direction essential for operational effectiveness.

PROGRAM FUNCTIONS

- Promote a sense of security through comprehensive and proactive prevention programs, apprehend and prosecute criminals and respond timely and professionally to requests for police service.
- Develop a philosophy and provide leadership, management and direction to ensure fair and competent police services.
- Investigate citizen complaints.
- Maintain discipline, recognize exemplary performance and set standards.
- Oversee the use of resources and ensure efficiency and effectiveness.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Continue transition of the department into community policing philosophies and strategies.
- Continue to enhance programs to improve communication with the community.
- Maintain Police Department accreditation by the Commission for Accreditation of Law Enforcement Agencies (CALEA) and continue implementation of strategies adopted.
- Continue work planning to focus organizational direction and work activities and provide accountability.
- Continue programs to improve internal communications and coordination.
- Respond to citizen complaints with timely and credible internal investigations.

POLICE—ADMINISTRATION

PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Department Personnel Reorganization and Reductions (\$36,800)

— Analytical Support: (\$36,800)

Eliminates .40 Senior Administrative Analyst position and shifts remaining Analyst functions to the current Senior Analyst and .6 Senior Administrative Analyst transferring from the City Manager's Office. *Reduces some ability to respond to department's analytical needs. Shifts workload to other staff.*

Miscellaneous Ongoing Reductions (\$5,000)

Reduces legal services. *No significant impact.*

LP/BUD

LHP-305-02^

**POLICE - ADMINISTRATION
PROGRAM SUMMARY**

POSITIONS	2001-02 ADJUSTED	2002-03 ADOPTED	2003-04 ADOPTED
Police Chief	1	1	1
Police Lieutenant	1	1	1
Police Sergeant	1	1	1
Community Information Officer	1	1	1
Community Services Officer	0	0	1 *2
Senior Administrative Analyst	0	0	0.60 *3
Crime Analyst	0	0	1 *2
Police Assistant III	0	0	0.50 *2
Executive Assistant	1	1	1
Secretary	1	1	0 *3
Office Assistant III	2	2 *1	2 *1
Total Permanent	8	8	10.10
Total Part-Time Hourly	0.12	0.12	0.11
TOTAL POSITIONS	8.12	8.12	10.21

*1 Unfunded one Office Assistant III position for FY 2002-03, eliminated it in FY 2003-04 and transferred one Office Assistant III position from the Support Operations Program.

*2 Transferred one Community Services Officer position from the Field Operations Program, transferred the Crime Analyst position and .50 Police Assistant position from the Support Operations Program.

*3 Mid-year reclassification of a Secretary position to a Senior Administrative Analyst, and elimination of .40 of the position.

EXPENDITURE SUMMARY	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
Salaries Wages and Benefits	\$ 960,907	866,326	1,174,157
Supplies and Other Services	357,311	335,264	262,745
Capital Outlay	41,222	16,000	0
Interfund Expenditures	27,570	38,900	40,500
TOTAL EXPENDITURES	\$ 1,387,010	1,256,490	1,477,402

REVENUE SUMMARY	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
General Licenses and Permits	\$ 4,702	5,000	55,450
Fines & Forfeitures	877	0	70,000
General Service Charges	47,971	36,000	78,940
Miscellaneous Revenue	2,957	0	3,000
TOTAL REVENUES	\$ 56,507	41,000	207,390

**POLICE - ADMINISTRATION
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 693,869	669,107	897,973
Wages	72,097	6,341	6,466
Benefits	194,941	190,878	269,718
	<u>\$ 960,907</u>	<u>866,326</u>	<u>1,174,157</u>
<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 123,147	63,120	65,620
Maintenance and Operations	6,768	26,276	26,276
Utilities	74,357	62,550	62,550
Professional/Technical Svcs	90,591	16,335	31,335 *2
Other Expenses	62,448	166,983 *1	76,964
	<u>\$ 357,311</u>	<u>335,264</u>	<u>262,745</u>

*1 Includes one-time fundings of \$20,000 for supervisory/management training programs, \$20,000 for background investigation, \$20,000 for testing and recruiting services, \$12,500 for raingear upgrades and \$11,400 for grant matching funds. Also includes rebudget of \$4,900 for a recruitment brochure.

*2 Includes decreased funding of \$5,000 for miscellaneous legal services.

NOTES

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POLICE—FIELD OPERATIONS PROGRAM SUMMARY

PROGRAM MANAGER—FIELD OPERATIONS CAPTAIN

PROGRAM MISSION STATEMENT

Work cooperatively with the community, City and other criminal justice agencies to provide services that protect and enhance community safety through timely response to calls for service and proactive prevention and enforcement activities.

PROGRAM FUNCTIONS

- Work cooperatively with the community, City and other criminal justice agencies in order to protect life and property.
- Provide uniformed police services and patrols to the community.
- Respond to calls for service in a timely manner.
- Investigate crime and unusual incidents, and prepare criminal cases for prosecution.
- Self-initiate activity to prevent crime and apprehend law violators.
- Provide traffic safety and enforcement activities.
- Support community outreach and crime prevention activities.
- Plan for police needs at special events.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Continue to develop partnerships with members of the community as well as organizations in the community to make a positive impact on issues related to quality of life.
- Provide clear communications and information-sharing within the organization as well as fostering a two-way flow of information with the community.
- Provide mentoring and training to career-oriented individuals within the organization to prepare them to assume increased responsibilities and leadership roles.
- Employ a team-training concept for new-recruit Officers to improve their success rate in the training program and reduce the amount of time needed for training.

POLICE—FIELD OPERATIONS PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Police Officer Overhire Positions (\$112,000)

Eliminates remaining 2.0 Police Officer overhire positions funded from the operating budget. These overhire positions were created to maintain staffing levels of the Police Department. This will eliminate the remaining two overhires in the operating budget, resulting in a total of three one-time funded overhire positions. *No service level impact.*

Fleet Maintenance (\$46,000)

Eliminates 1.0 Community Services Officer position responsible for coordinating and managing fleet maintenance with the Public Works Department and adds .50 Police Assistant position to perform these responsibilities. *No significant impact; workload to be absorbed by .50 Police Assistant and Public Works Fleet Services Division.*

Parks Patrol Program (\$58,000)

Eliminates the patrol program by Police Officers. Patrol Officers will absorb park patrol duties. *Decreases Officer presence at City parks.*

Supplemental Law Enforcement Services Grant \$56,000

Shifts funding of Police Officer from declining grant funds received. The City receives grant funding from the State to provide additional front-line law enforcement services. The original funding was sufficient to fund two Police Officers. Funding has diminished while the cost of Police Officers has risen. Currently, the City receives an amount to fund 1.2 Police Officer positions. This amount represents 50.0 percent of a Police Officer position in order to transition funding to the General Fund, 30.0 percent of a position was transferred in Fiscal Year 2002-03. *No service level impact.*

Police Officer Overtime \$50,000

— General Police Officer Overtime: \$50,000

Provides additional funding for Police Officer overtime not reimbursed by other sources. *Maintains desired level of service.*

— Shoreline Amphitheatre Patrol and Special Events Overtime: No net increase

Provides additional funding of \$60,000 for a total of \$210,000 for patrol services at Shoreline Amphitheatre events. Also increases overtime for special events by \$10,000. Cost to be recovered by reimbursement from the Amphitheatre operator and special events revenue. *Maintains desired level of service.*

**POLICE—FIELD OPERATIONS
PROGRAM SUMMARY**

False Alarm Citation Payment Processing	(\$50,000)
Reduces funding for a third-party payment processing contract to collect false alarm fines to match actual costs. <i>Maintains desired level of service.</i>	
Miscellaneous Ongoing Increases	\$22,500
Provides increased funding for miscellaneous items such as supplies and materials for field operations (\$17,500) and ticket processing contract (\$5,000). <i>Provides funding for increases in miscellaneous cost of services.</i>	
Miscellaneous Ongoing Reductions	(\$10,000)
Reduces travel and training budget. <i>No significant impact.</i>	
• General Fund Reserve:	
Three Police Officer Overhires (one-time expenditures)	\$168,000
Provides one-time funding for three Police Officer overhire positions. It can take up to one year from the time of a position vacancy to place a sworn Officer on the street due to the timing of hiring and training involved. An overhire position allows staff to anticipate a vacancy and start the hiring and training process before a position actually becomes vacant. In Fiscal Year 2002-03, three of the five overhires used to maintain staffing levels, were moved to one-time funding. This will fund three overhires used to maintain staffing levels. <i>No service level impact.</i>	
Homeland Security Overtime Program (HSOP) Grant Matching Funds (one-time expenditure)	\$33,000
Provides one-time funding to match the Homeland Security Grant. This grant will be used to fund Police Officer overtime costs to help the department support community policing and homeland security efforts.	
Grant Matching Funds (one-time expenditure)	\$9,500
Provides matching funds to the Local Law Enforcement Block Grant. This grant will be used to fund a Systems Specialist position and requires a 10.0 percent match by the City. Council approved the Systems Specialist position during the 2000-01 fiscal year. <i>Maintains desired level of service.</i>	
Miscellaneous Increase (one-time expenditure)	\$4,000
Provides one-time funding for tire deflation devices. <i>Maintains desired level of service.</i>	

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LHP-305-03^

**POLICE - FIELD OPERATIONS
PROGRAM SUMMARY**

POSITIONS	2001-02 ADJUSTED	2002-03 ADOPTED	2003-04 ADOPTED
Police Captain	1	1	1
Police Lieutenant	3	3	3
Police Sergeant	9	9	9
Police Agent	6	6	6
Police Officer	55	55	53 *1
Police Officer (Overhire)	5	5	3 *2
Community Services Officer	11	11	8 *3
Systems Specialist	1	1	1
Police Assistant III	0.50	0.50	0.50
Total Permanent	91.50	91.50	84.50
Total Part-Time Hourly	1.44	1.44	1.44
TOTAL POSITIONS	92.94	92.94	85.94

*1 Transferred two Police Officer positions to the Support Operations Program.

*2 Eliminated two Police Officer Overhire positions.

*3 Eliminated one Community Services Officer position, transferred one Community Services Officer position to the Administration Program and one to the Support Operations Program.

EXPENDITURE SUMMARY	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
Salaries Wages and Benefits	\$ 9,775,442	10,648,129	10,977,930
Supplies and Other Services	843,986	942,529	845,419
Capital Outlay	68,024	18,300	22,750
Interfund Expenditures	323,650	372,600	394,824 *
TOTAL EXPENDITURES	\$ 11,011,102	11,981,558	12,240,923

* Includes one-time funding of \$9,500 for grant matching funds.

**POLICE - FIELD OPERATIONS
PROGRAM SUMMARY**

<u>REVENUE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Genreal Licenses and Permits	\$ 16,456	50,000	0
Fines & Forfeitures	498,081	517,000	509,000
Local Intergovernmental Revenue	1,576	0	0
State Intergovernmental Revenue	167,411	186,509	146,892
Federal Intergovernmental Revenue	110,503	0	0
General Service Charges	72,993	72,720	108,730
Miscellaneous Revenue	265,372	225,000	300,000
Interfund Revenue Transfer	14,702	0	9,524
TOTAL REVENUES	\$ 1,147,094	1,051,229	1,074,146

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 7,641,559	8,275,655 *1	8,384,484 *2/3
Wages	57,654	95,210	87,730 *3
Benefits	2,076,229	2,277,264	2,505,716
	\$ 9,775,442	10,648,129	10,977,930

*1 Includes increased funding of \$50,000 for amphitheatre events overtime and specialty pay.

*2 Includes one-time fundings of \$168,000 for Police Officer Overhires and \$33,300 for the Homeland Security Grant overtime match, and increased fundings of \$50,000 for general Police Officer overtime and \$70,000 for amphitheatre patrol and special events overtime.

*3 Includes decreased funding of \$58,000 for parks patrol program

<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 203,082	159,354	172,554
Maintenance and Operations	28,494	12,308	12,308
Utilities	2,460	0	0
Professional/Technical Srvcs	512,977	636,026 *1	576,026 *3
Other Expenses	96,973	134,841 *2	84,531 *4
	\$ 843,986	942,529	845,419 *5

*1 Includes increased fundings of \$112,700 for animal control services, \$70,000 for false alarm citation processing, and \$6,900 for miscellaneous contract services such as crossing guard, canine training, parking citation processing, and wildlife rescue.

*2 Includes one-time fundings of \$2,500 for canine bomb detection training and \$1,800 to replace 5 tactical illuminators.

*3 Includes decreased funding of \$50,000 for false alarm citation payment processing, remaining \$20,000 transferred to Administration with False Alarm Prevention Activity.

*4 Includes one-time funding of \$4,000 for miscellaneous tire deflation devices.

*5 Includes increased funding of \$22,500 for miscellaneous items and decreased funding of \$10,000 for miscellaneous training, conference and travel.

POLICE—SUPPORT OPERATIONS PROGRAM SUMMARY

PROGRAM MANAGER—SUPPORT OPERATIONS CAPTAIN

PROGRAM MISSION STATEMENT

To provide support for the overall mission of the Police Department with emphasis toward the investigation of crime, prevention and suppression of crime, homeland security, personnel services, dissemination of information and data and enhanced communication with the community.

PROGRAM FUNCTIONS

- Recruit, select, train and retain highly qualified personnel representing the diversity of the Mountain View community.
- Maintain support services functions to fulfill responsibilities related to systems technologies, records, warrants and property and evidence.
- Support Field Operations by providing resources for follow-up investigations of crime and unusual incidents, and prepare criminal cases for prosecution.
- Provide field evidence response and scene processing capabilities.
- Coordinate prevention and outreach efforts for youth and schools.
- Work cooperatively to support local, regional, State-wide and national homeland security efforts.
- Track crime trends and criminal events.
- Enhance communication within the department, City and community.
- Plan and implement continued professional training.
- Cooperatively manage the recruitment and selection processes for department personnel.
- Provide management of the department budget to ensure accountability and control.
- Proactively provide suppression efforts for crime problems.
- Support community outreach and crime prevention activities.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Maintain aggressive outreach programs for all levels of the organization to attract a diverse pool of Police candidates in order to continue improving organizational diversity.
- Develop sound capability to handle homeland security issues.
- Continue to enhance the department's capability to respond to high-technology crimes.

POLICE—SUPPORT OPERATIONS PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Property and Fingerprint Technician (\$72,700)

Eliminates a Property and Fingerprint Technician position. Duties will be performed by rotating Community Services Officers (CSOs). This is currently done in a number of neighboring departments. Reduction amount is net of specialty pay for CSOs. *Minimal service impact anticipated.*

Crime Prevention (\$21,700)

Eliminates hours for Crime Prevention Police Assistant position responsible for crime prevention, including Neighborhood Watch and Business Watch Programs. *Absorbs program workload by other staff, with reduced attention given.*

Miscellaneous Ongoing Increases \$9,700

Provides increased funding for miscellaneous items such as crime lab contract services (\$6,200) and telephone, radio and pager services (\$3,500). *Provides funding for increases in miscellaneous cost of services.*

- General Fund Reserve:

New Hire Costs (one-time expenditure) \$20,000

Provides one-time funding for Police Officer background costs. The department anticipates vacancies from retirements during Fiscal Year 2003-04. *Maintains desired level of recruiting standards. Associated recruitment costs located in Employee Services Department.*

- Budget Transition Reserve:

Records Specialist Overhire Position (one-time expenditure) \$73,000

Provides funding for 1.0 Records Specialist overhire position to transfer an existing employee to Records until a vacancy occurs. *Creates a temporary overhire position until a vacancy occurs.*

LP/BUD
LHP-305-04^

**POLICE - SUPPORT OPERATIONS
PROGRAM SUMMARY**

POSITIONS	2001-02 ADJUSTED	2002-03 ADOPTED	2003-04 ADOPTED
Police Captain	1	1	1
Police Lieutenant	1	1	1
Police Sergeant	3	3	3
Police Officer	13	13 *1	14 *1
Community Services Officer	0	0	1 *2
Police Records Supervisor	1	1	1
Senior Administrative Analyst	1	1	1
Crime Analyst	1	1	0 *3
Property & Fingerprint Technician	1	1	0 *4
Lead Police Records Specialist	2	2	2
Police Records Specialist	11	11	11
Police Records Specialist Overhire	0	0	1 *5
Police Assistant III	2.50	2.50	1.50 *6
Police Assistant I/II	0	0	0.50 *7
Secretary	1	1	1
Office Assistant III	1	1	0 *3
Total Permanent	39.50	39.50	39.00
Total Part-Time Hourly	1.06	1.06	0.58 *8
TOTAL POSITIONS	40.56	40.56	39.58

*1 Unfunded one Police (Recruiting) Officer position for FY 2002-03 and eliminated it in FY 2003-04; transferred two Police Officer positions from the Field Operations Program.

*2 Transferred one Community Services Officer position from the Field Operations Program.

*3 Transferred the Crime Analyst position and the Office Assistant III position to the Administration Program.

*4 Eliminated the Property and Fingerprint Technician position.

*5 Added one Police Records Specialist Overhire for FY 2003-04.

*6 Mid-year elimination of .50 Police Assistant III position and transferred .50 Police Assistant III position to the Administration Program.

*7 Added .50 Police Assistant I/II position.

*8 Eliminated hours.

EXPENDITURE SUMMARY	2001-02 ACTUAL	2002-03 ADOPTED	2003-04 ADOPTED
Salaries Wages and Benefits	\$ 3,409,220	3,850,787	4,264,099
Supplies and Other Services	397,651	481,769	554,552
Capital Outlay	0	25,500	0
Interfund Expenditures	33,273	49,500	53,600
TOTAL EXPENDITURES	\$ 3,840,144	4,407,556	4,872,251

**POLICE - SUPPORT OPERATIONS
PROGRAM SUMMARY**

<u>REVENUE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
General Licenses & Permits	\$ 8,540	7,000	3,700
Local Intergovernmental Revenue	121,194	60,000	95,000
State Intergovernmental Revenue	154,673	154,300	154,250
General Service Charges	41,171	36,550	37,950
Miscellaneous Revenue	3,190	0	0
TOTAL REVENUES	\$ 328,768	257,850	290,900

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 2,669,536	2,947,484	3,277,182 *
Wages	17,943	48,375	28,246
Benefits	721,741	854,928	958,671
	\$ 3,409,220	3,850,787	4,264,099

* Includes one-time funding of \$73,000 for a Records Specialist Overhire.

<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 44,666	39,329	41,129
Maintenance and Operations	11	2,932	2,932
Utilities	7,239	22,148	25,648 *2
Professional/Technical Svcs	288,409	364,932 *1	371,115 *2
Other Expenses	57,326	52,428	113,728 *3
	\$ 397,651	481,769	554,552

*1 Includes increased funding of \$7,200 for Cal ID fingerprint identification contract and \$3,800 for miscellaneous service contract increases such as Santa Clara County crime lab.

*2 Includes increased funding of \$9,700 for miscellaneous increases.

*3 Includes one-time funding of \$20,000 for new hire costs.

POLICE—EMERGENCY COMMUNICATIONS PROGRAM SUMMARY

PROGRAM MANAGER—COMMUNICATIONS MANAGER

PROGRAM MISSION STATEMENT

To translate citizen 9-1-1 and nonemergency telephone service requests into the appropriate action and dispatch emergency services via telephone, radio and/or data communications.

PROGRAM FUNCTIONS

- Provide communications services to the community for police, fire and medical emergencies.
- Maintain radio and data communications for Police, Fire, after-hours Public Services and contract dispatch services.
- Communicate the citizens' needs in an expedient manner for public safety emergency and nonemergency services.
- Maintain public safety records for citizens and for management information.
- Maintain a professional level of readiness for Public Safety Dispatch staff to handle emergencies as they arise.
- Provide prearrival medical instructions to the public.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2003-04

- Integrate Emergency Communications Program into the Police Department.
- Conduct an emergency communications assessment and obtain accreditation for a center of excellence.
- Replace current computer-aided dispatch systems.

**POLICE—EMERGENCY COMMUNICATIONS
PROGRAM SUMMARY**

MAJOR PROGRAM CHANGES

- General Operating Fund:

Automated Field Reporting (AFR) System Support \$3,500

Funding will support the newly installed AFR system. This amount provides technical support for one-half-year funding. An additional \$3,500 will be recommended for Fiscal Year 2004-05 to reflect a full-year cost of \$7,000. *Provides required technical support for new system.*

Miscellaneous Reductions (\$6,300)

Reduces training and travel (\$5,200) budget and equipment maintenance (\$1,100).
No significant impact.

LM/BUD
LHP-305-05^

**POLICE - EMERGENCY COMMUNICATIONS
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2001-02 ADJUSTED</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Communications Manager	1	1	1
Principal Systems Specialist	1	1	1
Lead Public Safety Dispatcher	4	4	4
Lead Public Safety Dispatcher Overhire	2	2 *1	0 *3
Public Safety Dispatcher	11	11	11
Office Assistant III	0.50	0.50 *2	0 *2
Total Permanent	19.50	19.50	17
Total Part-Time Hourly	0.42	0.42	0.42
TOTAL POSITIONS	19.92	19.92	17.42

*1 Funding for two Lead Public Safety Dispatcher Overhire positions moved to one-time as needed.

*2 Unfunded .50 Office Assistant III position for FY 2002-03 and eliminated it in FY 2003-04.

*3 Eliminated the two Public Safety Dispatch Overhire positions.

<u>EXPENDITURE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries Wages and Benefits	\$ 1,618,344	1,851,347	1,816,351
Supplies and Other Services	293,934	378,158	347,868
Capital Outlay	48,397	0	0
Interfund Expenditures	1,492	3,200	3,300
TOTAL EXPENDITURES	\$ 1,962,167	2,232,705	2,167,519

<u>REVENUE SUMMARY</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
State Intergovernmental Revenue	\$ 2,084	2,000	0
Miscellaneous Revenue	24,368	25,800	23,550
TOTAL REVENUES	\$ 26,452	27,800	23,550

**POLICE - EMERGENCY COMMUNICATIONS
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Salaries	\$ 1,319,087	1,504,185	1,451,234
Wages	12,372	32,224	32,883
Benefits	286,885	314,938	332,234
	<u>\$ 1,618,344</u>	<u>1,851,347</u>	<u>1,816,351</u>
<u>SUPPLIES AND SERVICES</u>	<u>2001-02 ACTUAL</u>	<u>2002-03 ADOPTED</u>	<u>2003-04 ADOPTED</u>
Materials and Supplies	\$ 23,298	12,100	12,100
Maintenance and Operations	42,395	11,129	10,029 *4
Utilities	65,164	121,790 *1	99,290
Professional/Technical Svcs	137,013	206,989 *2	210,489 *5
Other Expenses	26,064	26,150 *3	15,960 *4
	<u>\$ 293,934</u>	<u>378,158</u>	<u>347,868</u>

*1 Includes transfer of \$22,500 from the Suppression Program.

*2 Includes increased funding of \$20,500 for the Data911 maintenance contract.

*3 Includes one-time funding of \$5,000 for Emergency Communications accreditation.

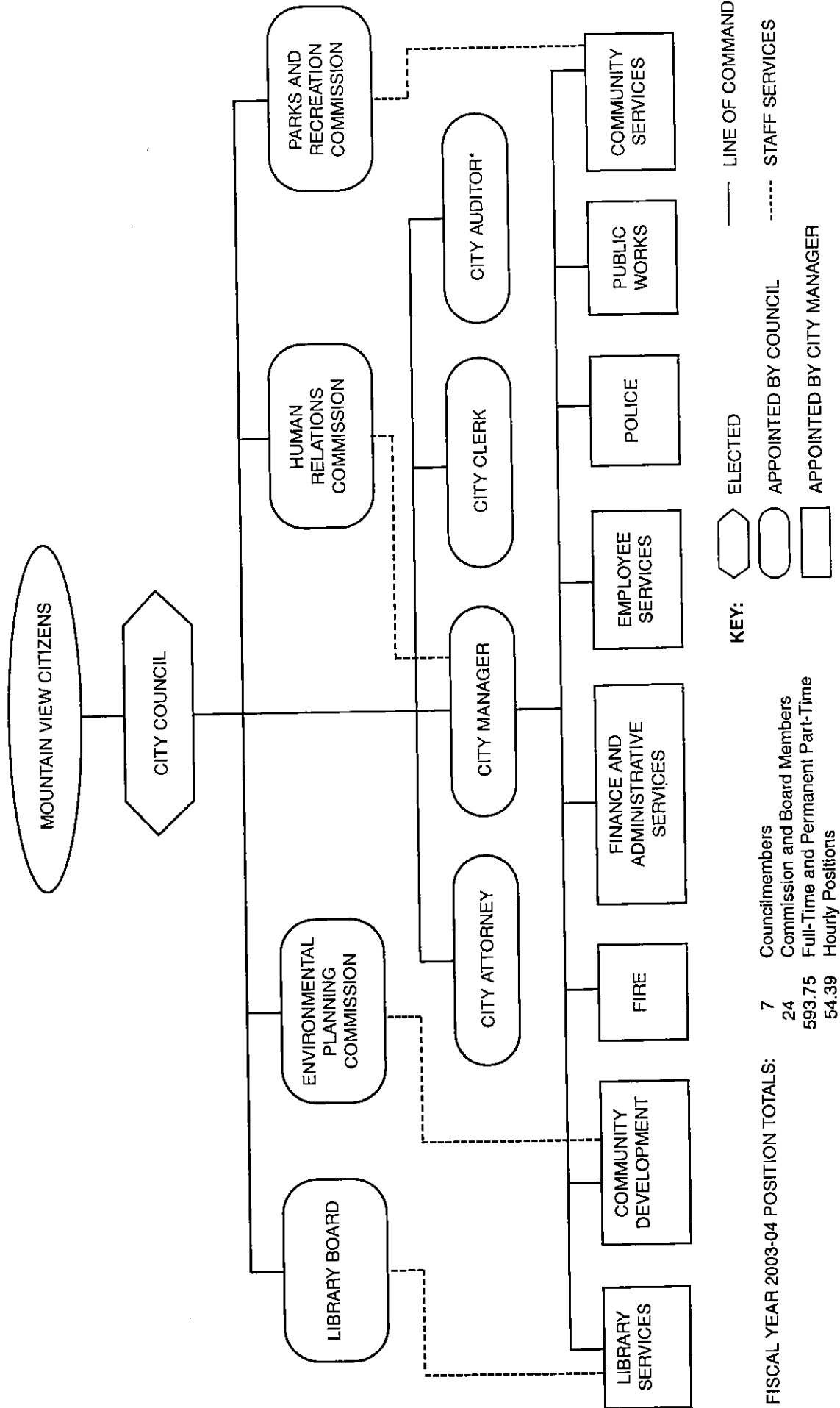
*4 Includes decreased funding of \$6,300 for miscellaneous reductions.

*5 Includes increased funding of \$3,500 for automated field reporting system support.

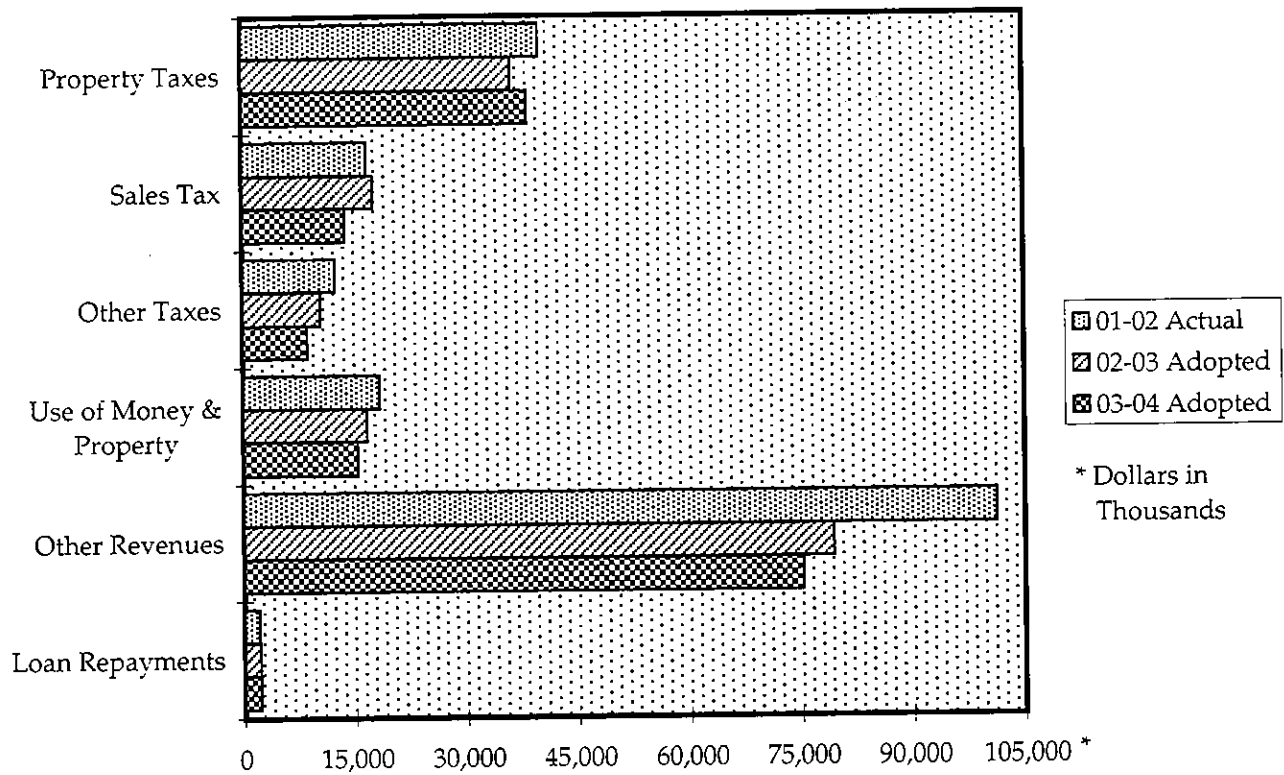
NOTES

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CITY GOVERNMENT ORGANIZATION



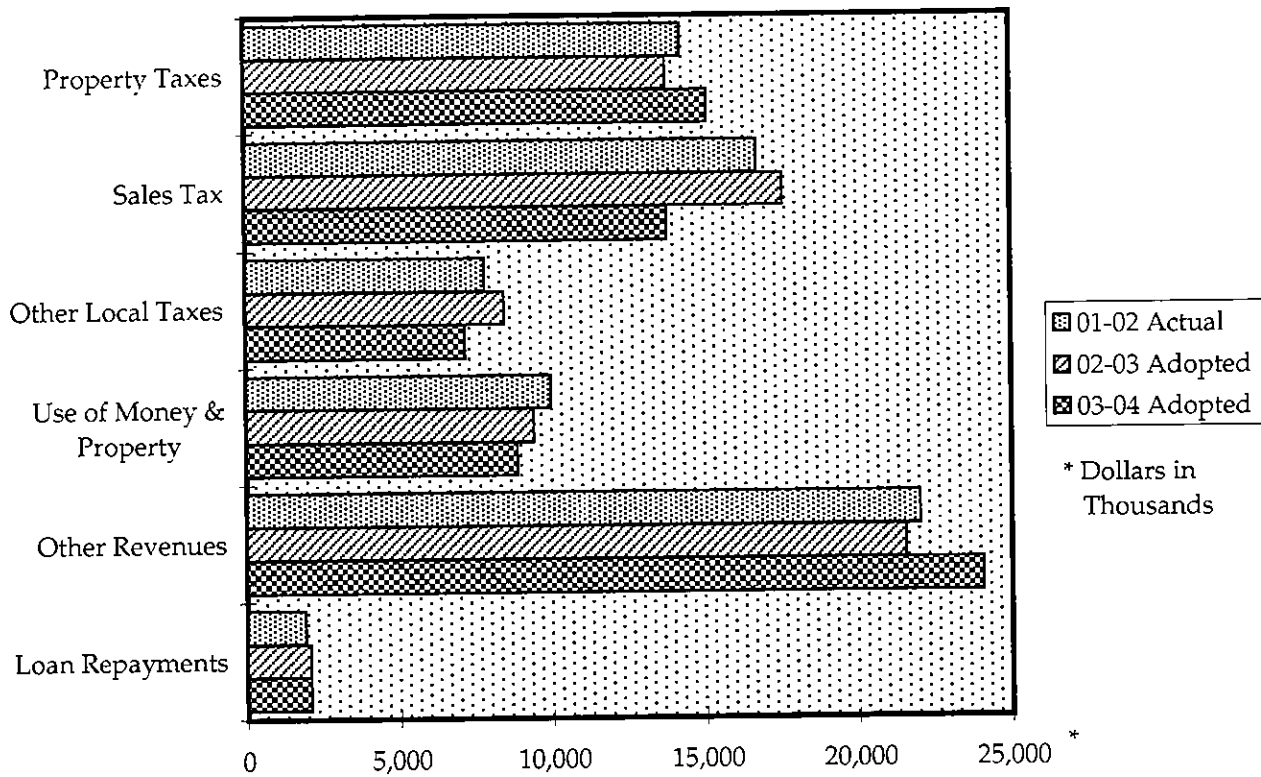
TOTAL FUND REVENUES



Revenue Category	Actual 2001-02	Adopted 2002-03	Adopted 2003-04	Percent Change **
Property Taxes	\$ 39,941,913	36,136,948	38,363,152	6.2%
Sales Tax	16,715,021	17,569,640	13,771,800	(21.6%)
Other Local Taxes	12,442,406	10,462,710	8,674,960	(17.1%)
Use of Money and Property	18,338,936	16,628,200	15,332,039	(7.8%)
Other Revenues:				
Licenses & Permits	8,198,122	5,151,930	5,048,260	(2.0%)
Fines & Forfeitures	537,639	517,000	594,000	14.9%
Intergovernmental	10,189,255	7,938,399	7,772,522	(2.1%)
Charges for Current Services	36,318,591	36,785,427	37,861,514	2.9%
Other Revenues	4,887,021	1,408,580	1,530,140	8.6%
Interfund Revenues & Transfers	41,064,419	27,516,930	22,409,883	(18.6%)
Loan Repayments	1,959,658	2,159,754	2,109,754	(2.3%)
TOTAL	\$ 190,592,981	162,275,518	153,468,024	(5.4%)

** Percent Change From Prior Year Adopted to Current Year Adopted Budget.

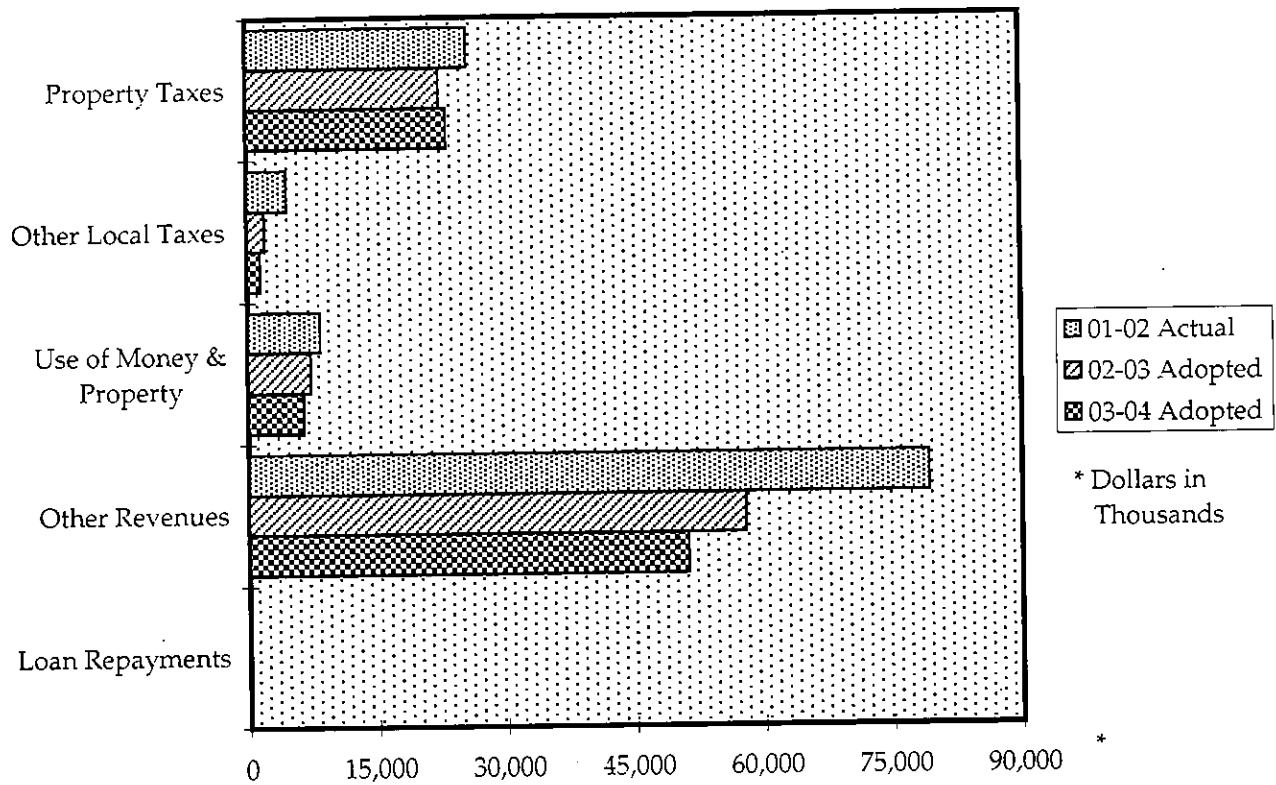
GENERAL OPERATING FUND REVENUES



Revenue Category	Actual 2001-02	Adopted 2002-03	Adopted 2003-04	Percent Change **
Property Taxes	\$ 14,261,679	13,752,380	15,111,020	9.9%
Sales tax	16,715,021	17,569,640	13,771,800	(21.6%)
Other Local Taxes	7,805,660	8,427,710	7,166,960	(15.0%)
Use of Money and Property	9,959,208	9,384,330	8,850,500	(5.7%)
Other Revenues:				
Licenses, Permits & Fees	4,727,860	4,190,650	4,231,990	1.0%
Fines & Forfeitures	537,639	517,000	594,000	14.9%
Intergovernmental	4,973,912	4,777,620	4,824,650	1.0%
Charges for Current Services	2,292,981	1,995,160	2,044,660	2.5%
Other Revenues	1,156,792	907,980	1,155,040	27.2%
Interfund Revenues & Transfers	8,305,833	9,157,000	11,219,448	22.5%
Loan Repayments	1,894,251	2,059,754	2,059,754	0.0%
TOTAL	\$ 72,630,836	72,739,224	71,029,822	(2.4%)

** Percent Change From Prior Year Adopted to Current Year Adopted Budget.

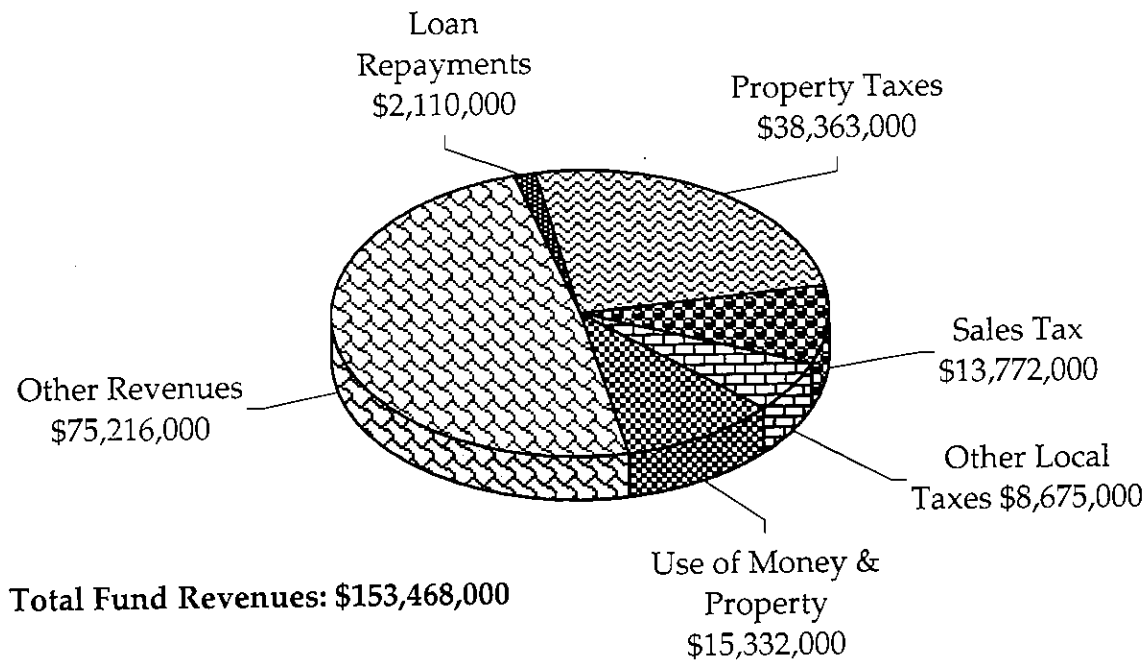
OTHER FUND REVENUES



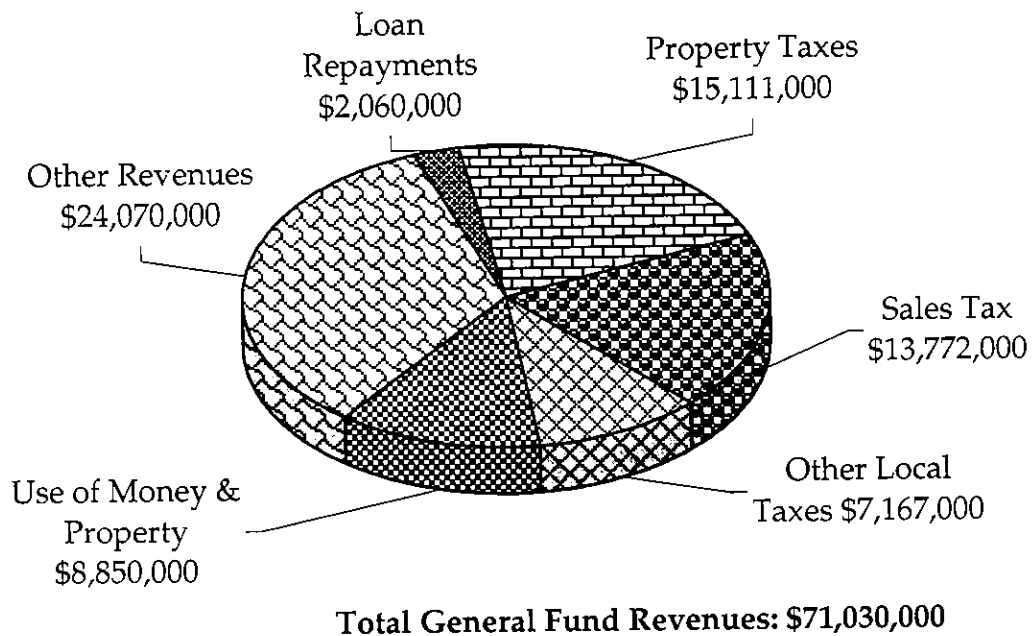
Revenue Category	Actual 2001-02	Adopted 2002-03	Adopted 2003-04	Percent Change **
Property Taxes	\$ 25,680,234	22,384,568	23,252,132	3.9%
Other Local Taxes	4,636,746	2,035,000	1,508,000	(25.9%)
Use of Money & Property	8,379,728	7,243,870	6,481,539	(10.5%)
Other Revenues:				
Licenses, Permits & Fees	3,470,262	961,280	816,270	(15.1%)
Intergovernmental	5,215,343	3,160,779	2,947,872	(6.7%)
Charges for Current Services	34,025,610	34,790,267	35,816,854	3.0%
Other Revenues	3,730,229	500,600	375,100	(25.1%)
Interfund Revenues and Transfers	32,758,586	18,359,930	11,190,435	(39.0%)
Loan Repayments	65,407	100,000	50,000	(50.0%)
TOTAL	\$ 117,962,145	89,536,294	82,438,202	(7.9%)

** Percent Change From Prior Year Adopted to Current Year Adopted Budget.

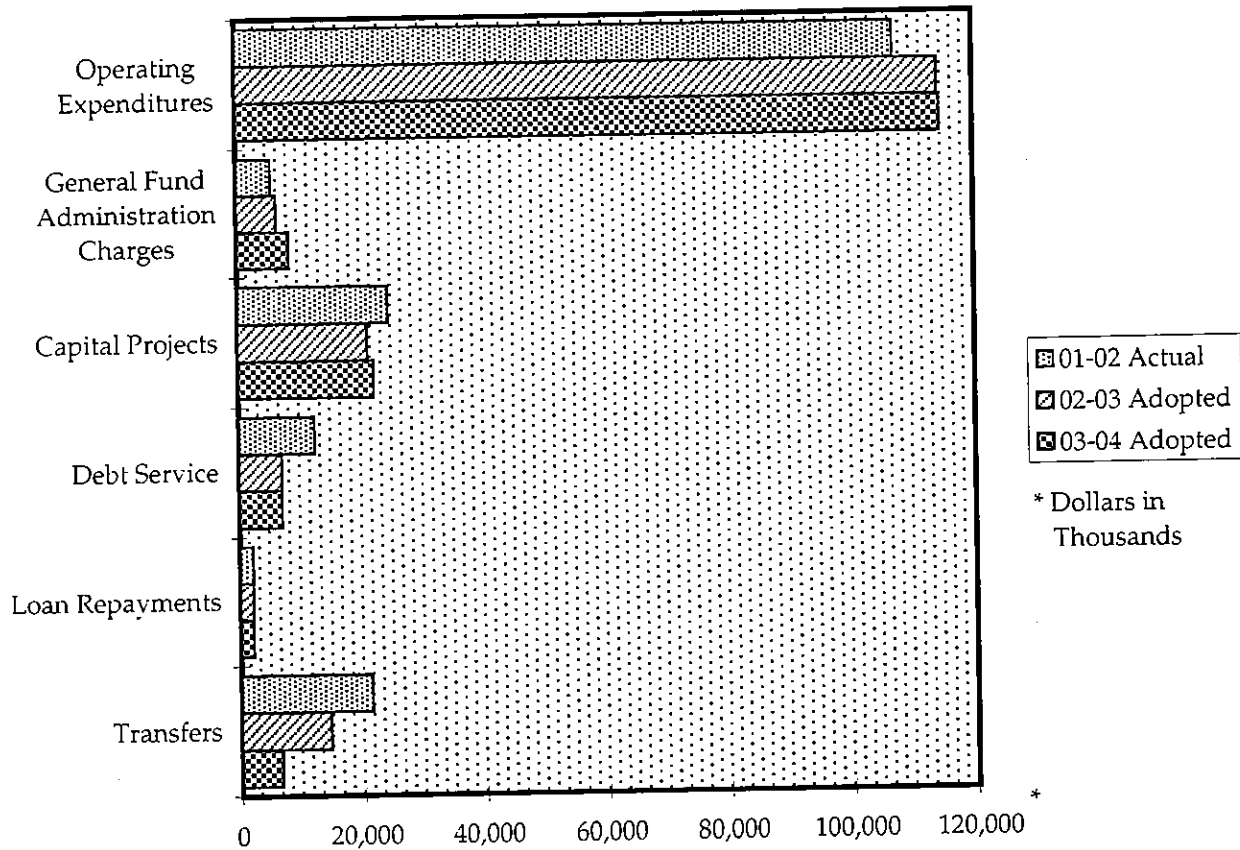
**TOTAL FUND REVENUES
FISCAL YEAR 2003-04**



**GENERAL OPERATING FUND REVENUES
FISCAL YEAR 2003-04**



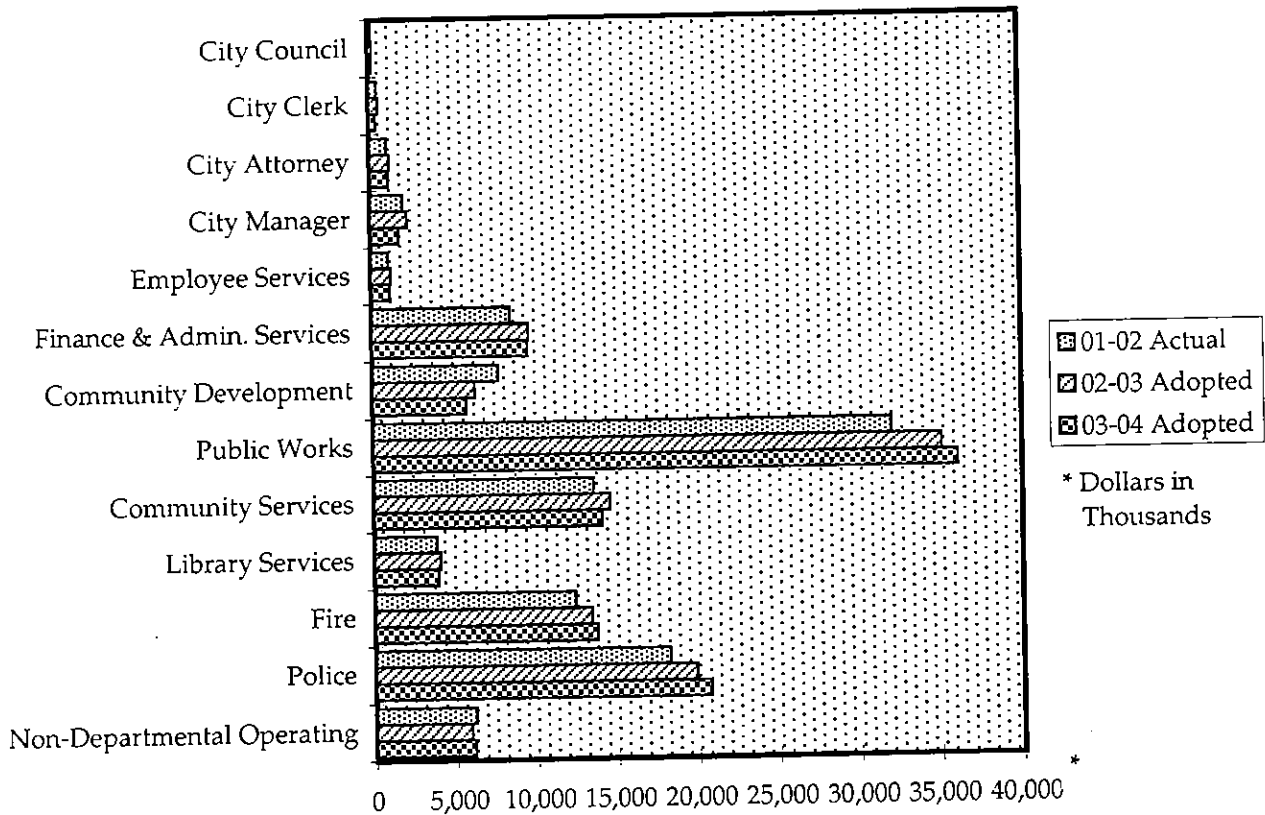
TOTAL FUND EXPENDITURES



Expenditure Category	Actual 2001-02	Adopted 2002-03	Adopted 2003-04	Percent Change **
Operating Expenditures	\$ 107,130,612	114,267,403	114,620,578	0.3%
General Fund Administration Charges	5,571,270	6,403,310	8,430,753	31.7%
Capital Projects	24,379,756	20,995,741	21,979,944	4.7%
Debt Service	12,252,507	6,913,477	6,927,526	0.2%
Loan Repayments	2,112,999	2,082,098	2,076,274	(0.3%)
Transfers	21,282,486	14,527,022	6,563,556	(54.8%)
TOTAL	\$ 172,729,630	165,189,051	160,598,631	(2.8%)

** Percent Change From Prior Year Adopted to Current Year Adopted Budget.

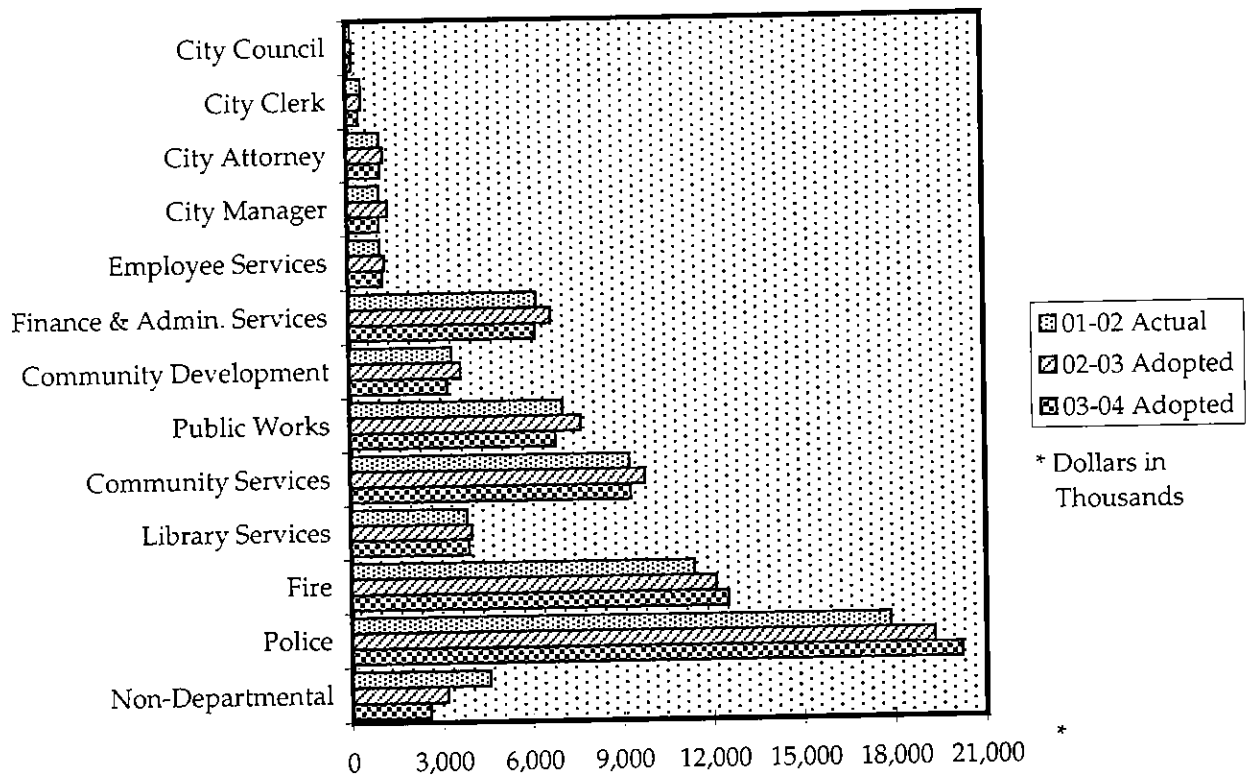
TOTAL OPERATING EXPENDITURES



Department	Actual 2001-02	Adopted 2002-03	Adopted 2003-04	Percent Change **
City Council	\$ 148,730	218,818	185,262	(15.3%)
City Clerk	474,168	543,915	391,306	(28.1%)
City Attorney	1,052,193	1,179,417	1,123,882	(4.7%)
City Manager	1,987,523	2,243,354	1,743,251	(22.3%)
Employee Services	1,061,016	1,228,554	1,163,672	(5.3%)
Finance and Admin Svcs	8,506,307	9,652,195	9,572,469	(0.8%)
Community Development	7,751,956	6,284,113	5,781,544	(8.0%)
Public Works	32,018,395	35,081,926	36,052,969	2.8%
Community Services	13,558,884	14,590,766	14,073,065	(3.5%)
Library Services	3,842,247	4,086,038	3,945,954	(3.4%)
Fire	12,378,003	13,406,226	13,734,553	2.4%
Police	18,200,423	19,878,309	20,758,095	4.4%
Non-Departmental Operating	6,150,767	5,873,772	6,094,556	3.8%
TOTAL	\$ 107,130,612	114,267,403	114,620,578	0.3%

** Percent Change From Prior Year Adopted to Current Year Adopted Budget.

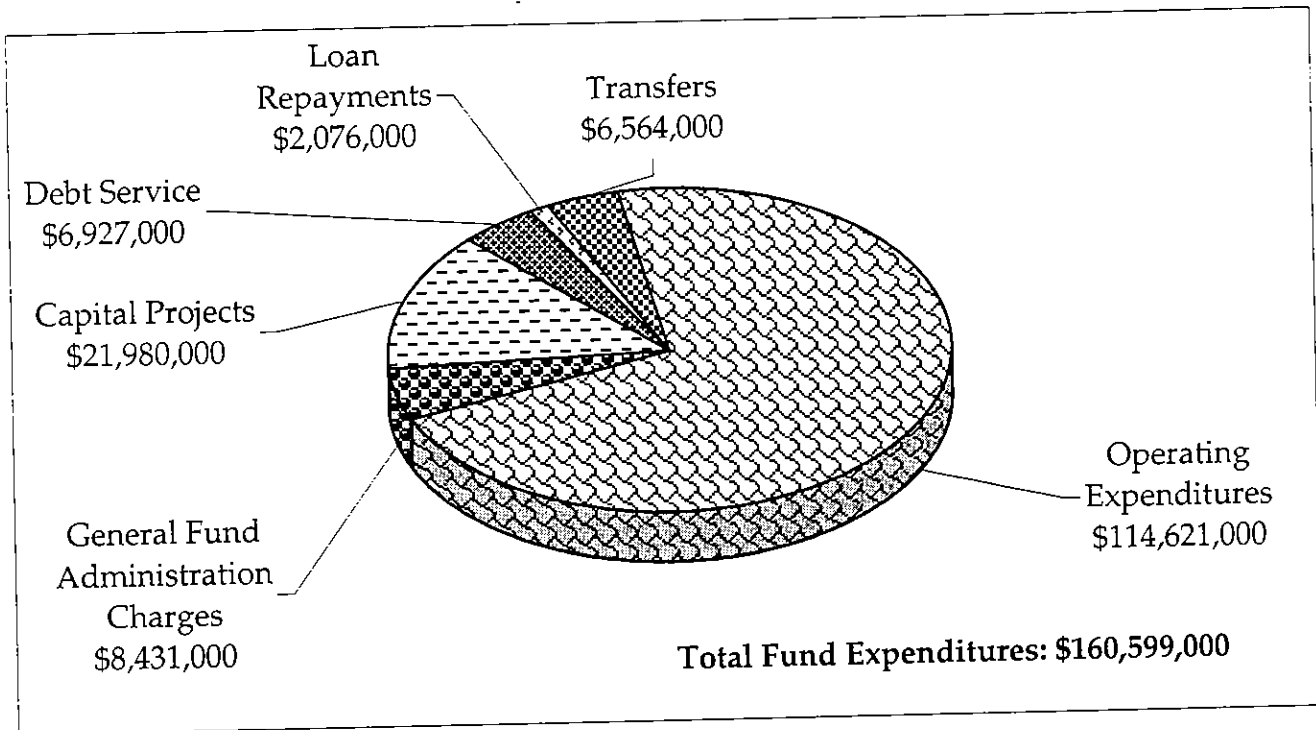
GENERAL OPERATING FUND EXPENDITURES



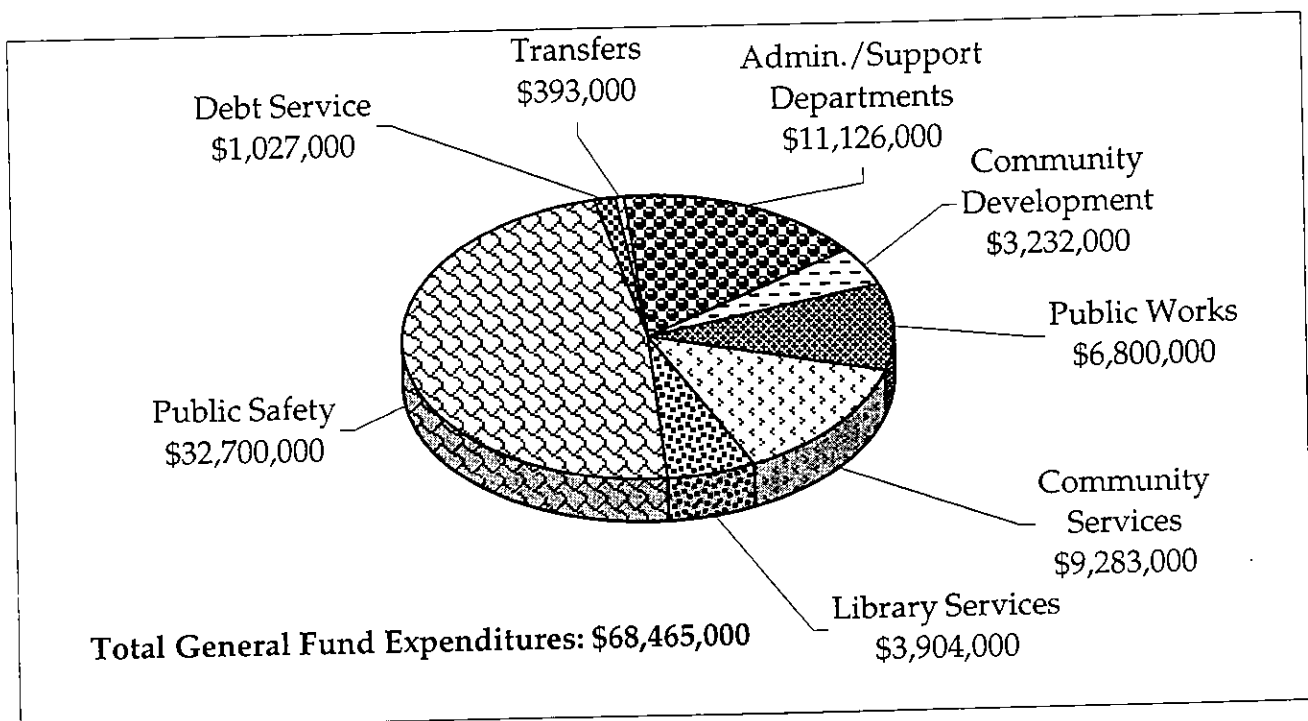
Department	Actual 2001-02	Adopted 2002-03	Adopted 2003-04	Percent Change **
City Council	\$ 148,730	203,618	185,262	(9.0%)
City Clerk	474,167	488,196	391,306	(19.8%)
City Attorney	1,052,193	1,169,417	1,083,882	(7.3%)
City Manager	1,050,921	1,311,324	1,040,586	(20.6%)
Employee Services	1,056,847	1,187,554	1,120,072	(5.7%)
Finance and Admin Svcs	6,191,295	6,673,663	6,151,202	(7.8%)
Community Development	3,387,368	3,667,327	3,232,465	(11.9%)
Public Works	7,038,326	7,649,945	6,799,836	(11.1%)
Community Services	9,238,276	9,763,977	9,282,971	(4.9%)
Library Services	3,842,243	3,971,038	3,903,840	(1.7%)
Fire	11,376,274	12,095,853	12,499,693	3.3%
Police	17,857,391	19,304,869	20,200,736	4.6%
Non-Departmental	4,567,101	3,146,433	2,573,422	(18.2%)
TOTAL	\$ 67,281,132	70,633,214	68,465,273	(3.1%)

** Percent Change From Prior Year Adopted to Current Year Adopted Budget.

TOTAL FUND EXPENDITURES FISCAL YEAR 2003-04



GENERAL OPERATING FUND EXPENDITURES FISCAL YEAR 2003-04



FULL-TIME AND PERMANENT PART-TIME POSITION ALLOCATION

	ADJUSTED 2001-02	ADOPTED 2002-03	ADOPTED 2003-04	CHANGE
<u>GENERAL FUND</u>				
CITY COUNCIL	7.00	7.00	7.00	
CITY CLERK	5.50	5.50	4.00	-1.50 (a)
CITY ATTORNEY	9.00	9.00	8.00	-1.00 (b)
CITY MANAGER	9.60	8.60	7.00	-1.60 (c)
EMPLOYEE SERVICES	8.50	8.50	8.00	-0.50 (d)
FINANCE AND ADMIN SRVCS	40.00	39.00	36.50	-2.50 (e)
COMMUNITY DEVELOPMENT	27.50	27.50	22.50	-5.00 (f)
PUBLIC WORKS	58.68	57.18	46.42	-10.76 (g)
COMMUNITY SERVICES	81.25	80.15	73.15	-7.00 (h)
LIBRARY SERVICES	39.50	39.50	37.25	-2.25 (i)
FIRE	81.85	81.85	79.85	-2.00 (j)
POLICE	155.50	155.80	148.40	-7.40 (k)
	<u>523.88</u>	<u>519.58</u>	<u>478.07</u>	<u>-41.51</u>
<u>OTHER FUNDS</u>				
CITY MANAGER				
SHORELINE REGIONAL PARK COMMUNITY	0.40	0.40	0.40	
FINANCE AND ADMIN SRVCS				
WATER	1.00	1.00	2.00	+1.00 (l)
COMMUNITY DEVELOPMENT				
SHORELINE REGIONAL PARK COMMUNITY	1.25	1.25	1.25	
CDBG	1.70	1.70	1.70	
REVITALIZATION/PARKING	0.55	0.55	0.55	
PUBLIC WORKS				
SHORELINE REGIONAL PARK COMMUNITY	1.40	1.40	1.63	+0.23 (m)
WATER	38.39	37.99	34.72	-3.27 (n)
WASTEWATER	13.65	13.55	13.85	+0.30 (o)
SOLID WASTE MANAGEMENT	17.88	17.88	16.38	-1.50 (p)
EQUIPMENT MAINTENANCE	10.00	10.00	10.00	
COMMUNITY SERVICES				
SHORELINE PARK	7.25	8.35	9.10	+0.75 (q)
SHORELINE GOLF LINKS	24.25	24.25	22.25	-2.00 (r)
FIRE				
WASTEWATER	6.65	6.65	6.65	
POLICE				
SUPPLEMENTAL LAW ENFORCEMENT SRVCS	2.00	1.70	1.20	-0.50 (s)
LOCAL LAW ENFORCEMENT BLOCK GRANT	1.00	1.00	1.00	
	<u>127.37</u>	<u>127.67</u>	<u>122.68</u>	<u>-4.99</u>
TOTAL EMPLOYEES	<u>651.25</u>	<u>647.25</u>	<u>600.75</u>	<u>-46.50</u>
CHANGE FROM PRIOR YEAR	11.25	-4.00	-46.50	

FULL-TIME AND PERMANENT PART-TIME POSITION ALLOCATION

(Continued)

Notes:

- a. Includes the elimination of 1.5 Office Assistant I/II positions.
- b. Includes the elimination of a Secretary position.
- c. Includes the transfer of the Web Site Coordinator position to the Finance and Administrative Services Department and the elimination of 0.60 Senior Administrative Analyst position.
- d. Includes the elimination of the unfunded 0.50 Personnel Analyst I/II position.
- e. Includes the transfer of the Web Site Coordinator position from the City Manager's Office. Includes the change in budgeting a Senior Systems Analyst Position from the Cost Allocation Plan to charging to the Water Fund directly. Includes the elimination of the Revenue Manager position, a Program Assistant position (0.50 unfunded in prior year) and 0.50 of an Accounting Technician position.
- f. Includes the elimination of a Senior Planner position, two unfunded Building Inspector I/II positions, an unfunded Asst/Associate Planner position and a Program Assistant position.
- g. Includes the elimination of: the Capital Program Manager position, the Streets and Landfill Closure Manager position (0.50 in the General Operating Fund), the limited term Project Manager position, a Streets Supervisor position (0.60 in the General Operating Fund), the Facilities Supervisor position, a Jr/Asst/Associate Engineer (Civil) position (0.75 in the General Operating Fund), an unfunded Jr/Asst/Associate Engineer (Civil) position (0.50 in the General Operating Fund), an Public Works Inspector I/II position, an unfunded Engineering Assistant III position, a unfunded Heavy Equipment Specialist position (0.50 in the General Fund), and a Street Maintenance Worker I/II position. Includes the transfer of a Principal Civil Engineer position from the Water (0.80) and Wastewater (0.20) Funds. Includes the transfer of 0.05 Facilities Maintenance Manager position, 0.05 Facilities Project Manager position, 0.33 Facilities Maintenance Worker I/II position and 0.10 Lighting and Traffic Technician position to the Shoreline Regional Park Community (SRPC) Fund. Includes the transfer of 0.60 Streets Supervisor position to the SRPC, Water, Wastewater and Solid Waste Funds and the transfer of 0.65 Street Maintenance Worker III position and 1.30 Street Maintenance Worker I/II positions to the SRPC, Water, and Wastewater Funds. Includes the change in budgeting 0.30 Customer Service Technician position from the Cost Allocation Plan and the change in budgeting 0.13 Heavy Equipment Specialist from cross charging to direct charging to the Water and Wastewater funds.

FULL-TIME AND PERMANENT PART-TIME POSITION ALLOCATION

(Continued)

- h. Includes the elimination of: the Forestry and Roadway Landscape Manager position, 0.50 Performing Arts Supervisor position, a Parks Maintenance Worker III position, two Parks Maintenance Worker I/II positions, 0.50 Senior Ticket Service Representative position, 0.75 Senior Stagehand position and an Office Assistant III position. Includes the addition of 0.50 Performing Arts Assistant position. Includes the transfer of 0.25 Parks Maintenance Worker III position and 0.50 of Parks Maintenance Worker I/II position to the Shoreline Regional Park Community Fund.
- i. Includes the elimination of 0.75 Librarian I/II (0.25 unfunded) and 1.50 unfunded Library Assistant I/II positions.
- j. Includes the elimination of a Fire Protection Engineer position and an Office Assistant III position.
- k. Includes the mid-year elimination of 0.50 Police Assistant III position. Includes the elimination of an unfunded Police Officer position, two Police Officer Overhire positions, a Community Services Officer position, a Property and Fingerprint Technician position, 0.40 Senior Administrative Analyst position, two Lead Public Safety Dispatcher Overhire positions and 1.50 unfunded Office Assistant III positions. Includes the addition of a Police Records Specialist Overhire position and 0.50 Police Assistant I/II position. Includes the transfer of 0.50 Police Officer position from the Supplemental Law Enforcement Grant Fund.
- l. Includes the change in budgeting a Senior Systems Analyst Position from the Cost Allocation Plan to charging to the Water Fund directly.
- m. Includes the transfer of 0.05 Facilities Maintenance Manager position, 0.05 Facilities Project Manager position, 0.33 Facilities Maintenance Worker I/II position and 0.10 Lighting and Traffic Technician position from the General Operating Fund. Includes the transfer of 0.05 Streets Supervisor position, 0.05 Street Maintenance Worker III position and 0.10 Street Maintenance Worker I/II positions from the General Operating Fund. Includes the elimination of 0.50 unfunded Heavy Equipment Specialist position.
- n. Includes the change in budgeting 0.70 Customer Service Technician position from the Cost Allocation Plan to the General Operating Fund (0.30) and Solid Waste Management Fund (0.40). Includes the transfer of 0.15 Streets Supervisor position, 0.30 Street Maintenance Worker III position and 0.60 Street Maintenance Worker I/II positions from the General Operating Fund. Includes the elimination of an unfunded Jr/Asst/Associate Engineer (Civil) position (0.40 in the Water Fund), a Heavy Equipment Operator position (0.50 in the Water Fund), a Meter Service Worker I/II position and a Water Utility Worker I/II position. Includes the transfer of 0.80 Principal Civil Engineer to the General Operating Fund. Includes the change in

FULL-TIME AND PERMANENT PART-TIME POSITION ALLOCATION
(Continued)

budgeting 0.08 Heavy Equipment Specialist from cross charging from the General Operating Fund to direct charging to the Water fund.

- o. Includes the transfer of 0.15 Streets Supervisor position, 0.30 Street Maintenance Worker III position and 0.60 Street Maintenance Worker I/II positions from the General Operating Fund. Includes the elimination of an unfunded Jr/Asst/Associate Engineer (Civil) position (0.10 in the Wastewater Fund), a Heavy Equipment Operator position (0.50 in the Wastewater Fund). Includes the transfer of 0.20 Principal Civil Engineer to the General Operating Fund. Includes the change in budgeting 0.05 Heavy Equipment Specialist from cross charging from the General Operating Fund to direct charging to the Wastewater fund.
- p. Includes the change in budgeting 0.40 Customer Service Technician position from the Cost Allocation Plan to direct charging the Solid Waste Management Fund. Includes the elimination of the Streets and Landfill Closure Manager position (0.50 in the Solid Waste Management Fund), a Jr/Asst/Associate Engineer (Civil) position (0.25 in the Solid Waste Management Fund), a Streets Supervisor position (0.40 in the Solid Waste Management Fund), and an Administrative Analyst I/II position. Includes the transfer of 0.25 Streets Supervisor position from the General Operating Fund.
- q. Includes transfer of 0.25 Parks Maintenance Worker III position and 0.50 Parks Maintenance Worker I/II position from the General Operating Fund.
- r. Includes the elimination of two Greenskeeper I positions.
- s. Includes transfer of 0.50 Police Officer to the General Operating Fund.

**FISCAL YEAR 2003-04
FUNDING OF NONPROFIT AGENCIES**

<u>AGENCY</u>	2002-03 <u>Adopted</u>	2003-04 <u>Requested</u>	2003-04 <u>Adopted</u>
Catholic Charities	\$ 9,640	9,930	9,640
Community School of Music & Arts			
Education Program	20,558	25,000	15,558
CSA - Senior Meals	30,660	31,580	31,160
May View Community Health Center	35,401	40,000	35,401
Mid Peninsula Citizens for Fair Housing	15,500	15,000	15,000
Mid Peninsula YWCA	6,000	8,000	6,000
Outreach and Escort	15,836	0	0
Parents Helping Parents	0	5,000	5,000
Support Network for Battered Women	32,000	32,000	32,000
Community Health Awareness Council	62,967	64,856	64,867
Project Sentinel	84,214	84,214	84,214
Joint Venture:Silicon Valley	15,000	15,000	15,000
KMVT	485,500 *1	485,500 *1	70,000 *2
Mountain View Pop Warner Football/Cheer Club	5,000	0	0 *3
Community School of Music & Arts			
Arts in Action	52,259	52,259	52,259
Music in Action	24,800	24,800	24,800
Youth Sports Fee Waiver	8,000	8,000	8,000
General Fund Total	\$ <u>903,335</u>	<u>901,139</u>	<u>468,899</u>

*1 This represents 3 1/2% of the 5% estimated cable franchise revenues received by the City and interest earned on a Cable TV Capital Grant. Actual payment is dependent on actual cable franchise revenue received and actual interest earned.

*2 This represents a maximum payment of \$70,000 to KMVT for Public Access.

*3 Fiscal Year 02-03 Council moved this organization to the Operating Budget.

**FISCAL YEAR 2003-04
FUNDING OF NONPROFIT AGENCIES**

(Continued)

<u>AGENCY</u>	2002-03 <u>Adopted</u>	2003-04 <u>Requested</u>	2003-04 <u>Adopted</u>
American Red Cross	\$ 4,000	0	0
Clara-Mateo Alliance Shelter			
Emergency shelter for homeless persons	2,005	5,000	0
Emergency shelter for families with children	5,000	5,000	5,000
CSA - Senior Services	34,690	34,690	32,893
CSA - Emergency Assistance	35,947	39,542	39,542
CSA - Alpha Omega Shelter	9,315	9,315	9,315
Emergency Housing Consortium	17,340	18,540	16,027
May View Community Health Center	5,000	5,000	5,000
Mid Peninsula Citizens for Fair Housing	5,000	5,000	5,000
Second Harvest Food Bank	5,764	6,764	5,764
Senior Adults Legal Assistance	6,000	6,000	2,930
Senior Day Health Program	5,000	5,150	0
Social Advocates for Youth	8,774	10,000	7,079
CDBG Total	\$ <u>143,835</u>	<u>150,001</u>	<u>128,550</u>
	Maximum		Maximum

NOTES

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**FISCAL YEAR 2003-04
ADOPTED CAPITAL OUTLAY**

General Fund Recommendations

Community Services Department:	\$ <u>36,000</u>
Teen Center Building Improvements	36,000
Library Department:	<u>32,000</u>
Self-Check Machine	27,000
Media Shelving	5,000
Police Department:	<u>22,800</u>
Breath Alcohol Testing Equipment	5,000
New Canine and Equipment	17,800
General Fund Total	\$ <u>90,800</u>

Non General Fund Recommendations

Public Works Department:	
Solid Waste Management:	<u>\$1,584,800</u>
Refuse and Recycling Carts	1,584,800
Fleet:	<u>45,000</u>
Gasoline Vehicle Emission Testing Equipment	45,000
Community Services Department:	
Shoreline:	<u>10,045</u>
Small Unit Mower	10,045
Total Other Funds	\$ <u>1,639,800</u>
Total Capital Outlay	\$ <u>1,730,600</u>

**FISCAL YEAR 2003-04
ADOPTED EQUIPMENT REPLACEMENT**

COMPUTERS:	\$ <u>347,700</u>
75 Computers	136,300
Miscellaneous Software Licenses	102,900
5 Servers	62,000
9 Printers	33,000
1 Image CD-ROM Jukebox	13,500
COMPUTER AIDED DISPATCH/RECORDS MANAGEMENT SYSTEM:	<u>300,700</u>
Replacement of CAD/RMS Computer Hardware	300,700
COMMUNICATIONS CENTER:	<u>54,500</u>
1 PD3 Base primary	14,000
1 PD3 Base secondary	14,000
2 PD3 Voting Receivers	12,000
1 FD2 Base MSR-2000	8,500
1 DPW1 Control Base and REM	3,500
1 SCLEMACS Base MSR	2,500
FIRE RADIOS:	<u>61,200</u>
20 MTS-2000 Portable Radios	44,000
4 SPECTRA-Mobile Radios	17,200
POLICE RADIOS:	<u>123,900</u>
118 HT-1000 Portable Radios	123,900

FISCAL YEAR 2003-04
ADOPTED EQUIPMENT REPLACEMENT
(Continued)

FLEET:	\$ <u>466,000</u>
1 Heavy Truck	225,000
4 Patrol Cars	140,000
3 Electric Vehicles	60,000
1 Scooter	26,000
5 Miscellaneous Equipment	15,000
GOLF EQUIPMENT:	<u>53,200</u>
1 Fairway Mower	33,000
1 Triplex Tee Mower	20,200
TOTAL EQUIPMENT REPLACEMENT	<u>\$1,407,200</u>

**FISCAL YEAR 2003-04
ADOPTED CAPITAL IMPROVEMENT PROJECTS**

<u>Item</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>2003/2004</u>
<u>Amended Projects</u>			
97-04	97-98 Water System Improvements Transfer remaining balance into the Miramonte Reservoir Construction, Phase II project.	Water	\$(231)
99-04	98-99 Water System Improvements Transfer remaining balance into the Miramonte Reservoir Construction, Phase II project.	Water	(64)
01-24	Miramonte Avenue Water Main Replacement, Phase II Transfer remaining balance into the Miramonte Reservoir Construction, Phase II project.	Water	(629)
00-32	Miramonte Reservoir Construction, Phase II Transfer balances from three closed projects and increase funding by an additional \$0.6 Million. Funding for revised design and construction in response to environmental concerns.	Water	1,500
02-23	Sr. Center Seismic Upgrade, Health & Safety, HVAC/Roof Replacement Transfer remaining construction balance to new Senior Center, project 04-29.	CIP Reserve C/C Tax Parkland	(12,730) (500) (1,320)
99-58	Stevens Creek Trail, Reach 4, Segment 2 Additional funding to complete environmental impact report responses to public comments, and to study phasing the design.	Shoreline Community	150
01-55	Energy Initiatives Reduce project to reflect lower costs of implementing energy conservation measures.	CIP Reserve	(100)
02-26	El Camino Real Landscaping, Phase III Return project balance.	CIP Reserve	(150)
02-27	Hetch-Hetchy Trail Design & Construction Return project balance.	Transit Zone	(400)

FISCAL YEAR 2003-04
ADOPTED CAPITAL IMPROVEMENT PROJECTS
(Continued)

<u>Item</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>2003/2004</u>
	<u>Infrastructure Maintenance and Other Projects</u>		
04-01	03-04 Street Resurfacing Program Install asphalt concrete and fog seal overlays, raise utilities and monuments.	Shoreline Community	\$685
04-02	03-04 Traffic Signal Replacements/Modifications Replace traffic signal controllers, related equipment and traffic detector loops. Includes minor modifications to existing traffic signals to improve traffic safety.	CIP Reserve Gas Tax	29 40
04-03	03-04 Slurry Seal Program Apply slurry seal to selected street surfaces and City facility parking lots as required.	CIP Reserve C/C Tax Gas Tax	3 54 45
04-04	03-04 Water System Improvements Scheduled replacement of smaller water system components and minor unscheduled improvements to the City's water system.	Water	284
04-05	03-04 Wastewater System Improvements Unscheduled minor improvements/repairs to the City's wastewater collection and pumping system.	Wastewater	131
04-06	03-04 Concrete Sidewalk/Curb Repairs Replace deteriorated sidewalks and repair concrete curbs, gutters, and sidewalks displaced by street tree growth, and/or failure of City-owned utilities.	C/C Tax	425
04-07	03-04 Parks Pathway Resurfacing Renovate various park pathways within City parks.	C/C Tax	81

FISCAL YEAR 2003-04
ADOPTED CAPITAL IMPROVEMENT PROJECTS
(Continued)

<u>Item</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>2003/2004</u>
04-08	03-04 Shoreline Pathway, Roadway, Parking Improvements Correct drainage problems and damage due to differential settlement, and provide pathway, roadway, and parking related amenities.	Shoreline Community	\$158
04-09	03-04 Forestry Maintenance Program and Street Tree Replanting Contract for pruning, removing, stumping, purchasing, and replanting approximately 800 to 1,000 medium to large trees within the City. Maintain trees damaged by freezing, disease, drought and other natural causes.	C/C Tax	166
04-10	03-04 Shoreline Landfill Cap Maintenance and Repairs Regulatory mandates of the Bay Area Air Quality Management District and the Regional Water Quality Control Board require the City to protect the integrity of the landfill cap and prevent surface emissions by regrading, filling, recompact, and making other improvements.	Shoreline Community	105
04-11	03-04 Developer Reimbursements Construct street and utility improvements concurrent with private development. Adjacent properties benefiting from street and utility improvements will be required to reimburse the City for the improvements.	CIP Reserve Water Wastewater Storm Construct.	26 26 26 26
04-12	03-04 Street Lane Line and Legend Repainting Annual repainting of lane lines and legends on City streets.	C/C Tax	181
04-13	03-04 Landfill Gas/Leachate System Repairs & Improvements Annual repairs and improvements to large components of the landfill gas and leachate system.	Shoreline Community	105

FISCAL YEAR 2003-04
ADOPTED CAPITAL IMPROVEMENT PROJECTS
(Continued)

<u>Item</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>2003/2004</u>
04-14	03-04 Facilities Maintenance Plan Repair, replace, or maintain City facilities and facilities in the Shoreline Regional Park Community (HVAC, roofs, carpets, plumbing, etc.).	C/C Tax Shoreline Community	\$280 170
04-15	03-04 Annual Traffic Studies/NTMP Improvements Funds traffic control devices authorized through the Neighborhood Traffic Management Program, and annual contracts with traffic consultants to study neighborhood traffic issues.	C/C Tax Gas Tax	70 35
04-16	03-04 Maintenance Agreement for JPB/VTa Transit Center Reimbursement of City expenses by JPB/VTa.	Other (Reimbursement)	100
04-17	Shoreline Infrastructure Maintenance Maintenance of water lines, sewer lines, storm drainage system, water system supplying the sailing lake.	Shoreline Community	100
04-18	Shoreline Sailing Lake Water Supply Alternatives, Design, Environmental, Permitting Detailed studies for alternative solutions to lake water supply. Prepare environmental documentation and process permit applications	Shoreline Community	500
04-19	Shoreline Community, Reclaimed Water Feasibility Study Evaluate demand and improved distribution of reclaimed water in the North Bayshore area.	Shoreline Community	200
04-20	Sewer System Master Plan Prepare an updated 10-year sewer master plan.	Wastewater	289

FISCAL YEAR 2003-04
ADOPTED CAPITAL IMPROVEMENT PROJECTS
(Continued)

<u>Item</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>2003/2004</u>
04-21	Permanente Creek Ped/Bike Over crossing Hwy. 101, Feasibility Study Determine feasibility of building a pedestrian/bicycle crossing along Permanente Creek where it crosses Highway 101.	Shoreline Community	\$150
<u>Capital Improvement Projects</u>			
04-22	Miscellaneous Storm/Sanitary Sewer Main Replacement Repair and replace storm and sanitary sewer pipes, manholes and systems identified by the City's annual line televising program.	Wastewater	1,216
04-23	Miscellaneous Water Main/Service Line Replacement Replace corroded and/or undersized cast iron pipe water mains on various streets. The replacement will include water services and fire hydrants.	Water	1,255
04-24	03-04 Install 2-Way Sewer Lateral Cleanouts Fifth year of 10-year program to install 2-way sewer lateral cleanouts on all laterals connecting to the City's main sewer lines. Intent is to install 100-150 cleanouts per year.	Wastewater	116
04-25	Transit Oriented Development Pedestrian/Bike Improvements Design and install new pedestrian/bike improvements.	Transit Zone	697
04-26	Middlefield Road/Easy Street Traffic Signal Design and install new traffic signal at the intersection of Middlefield Road and Easy Street.	C/C Tax	150

FISCAL YEAR 2003-04
ADOPTED CAPITAL IMPROVEMENT PROJECTS
(Continued)

<u>Item</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>2003/2004</u>
04-27	Shoreline Maintenance Facility, Construction Construct approximately 6,000 square foot facility, including covered storage and site improvements for Shoreline Park maintenance personnel and equipment.	Shoreline Community	\$4,500
04-28	Senior Center Design and Construction Design and construct new senior center facilities.	CIP Reserve C/C Tax Parkland	12,730 2,000 1,745
04-29	Bubb Park Restroom Construct a new restroom similar to other urban park facilities to meet standards, codes, and ADA requirements.	Park Land	206
04-30	Shoreline Golf Course Renovations Remedies differential settlement with renovation of four greens, at least ten tees and several fairway and rough areas.	Shoreline Community	220
04-31	Ellis Street Landscaped Median, Design and Construction Complete median on Ellis Street between Middlefield Road and Fairchild Drive.	Transit Zone	400
04-32	Bubb Park Playground Improvements Correct deficient playground equipment identified in recent playground assessment.	Park Land	200
04-33	Stevens Creek Trail Pedestrian Over crossing at Moffett Boulevard, Construction Construct pedestrian/bicycle crossing of Moffett Boulevard on Stevens Creek Trail.	Shoreline Community	2,500
04-34	Traffic Signals Battery Backup System Install battery back-ups for traffic signals.	C/C Tax Gas Tax Shoreline Community Other (Grant)	150 100 60 155

FISCAL YEAR 2003-04
ADOPTED CAPITAL IMPROVEMENT PROJECTS
(Continued)

<u>Item</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>2003/2004</u>
04-35	2003-04 Transportation Development Act (TDA) Projects		
	Install 10 new pedestrian access ramps at various intersections and audible pedestrian signals at intersections of Evelyn Avenue and Pioneer Way and Moffett Boulevard and Central Avenue.	C/C Tax	\$9
		Other (Grant)	41
04-36	Safe Routes to School, Design and Construction		
	The Safe Routes to School project will install countdown pedestrian signals at intersections near schools throughout the City, and will install radar speed warning signs on streets located around schools.	C/C Tax	32
		Other (State Grant)	243
04-37	ADA Playground Improvements, Phase IV, Design and Construction		
	Upgrade existing playgrounds to meet new ADA and CPSC guidelines	CIP Reserve	140
04-38	Shoreline Boulevard Reconstruction, Gatehouse to Golf Course Parking Entrance		
	Reconstruct roadway's uneven surface and pavement areas affected by landfill differential settlement.	Shoreline Community	2,000
04-39	San Antonio Road/Highway 101 Off-Ramp Traffic Signal		
	Install new traffic signal at the Highway 101 northbound off-ramp/San Antonio Road intersection. Add northbound travel lane north of the overpass and interconnect new signal with existing traffic signal at San Antonio Road and Bayshore Parkway.	Shoreline Community	234
04-40	Stevens Creek Trail, Yuba Drive Through El Camino Real		
	Seed money for developing trail from Yuba Drive through under crossing of El Camino Real.	Shoreline Community	350

FISCAL YEAR 2003-04
ADOPTED CAPITAL IMPROVEMENT PROJECTS
(Continued)

<u>Item</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>2003/2004</u>
03-30	Golf Car/Pro Shop Facility, Design and Construction		
	Additional funding for Golf Car/Pro Shop Facility construction.	Shoreline Community	\$1,000
		Total	<u>\$22,465</u>

**FY 2003/2004 PROJECTS
FUNDING SUMMARY**

CIP Reserve Fund	(52)
Construction/Conveyance Tax Fund	3,098
Water Fund	2,141
Wastewater Fund	1,778
Storm Drain Fund	26
Solid Waste Management Fund	0
Gas Tax Fund	220
Shoreline Community Fund	13,187
Shoreline Golf Links Fund	0
Parking District Fund	0
Transit Zone Funding	697
Park Land Fund	831
Other Funding	<u>539</u>
Total	<u>\$22,465</u>

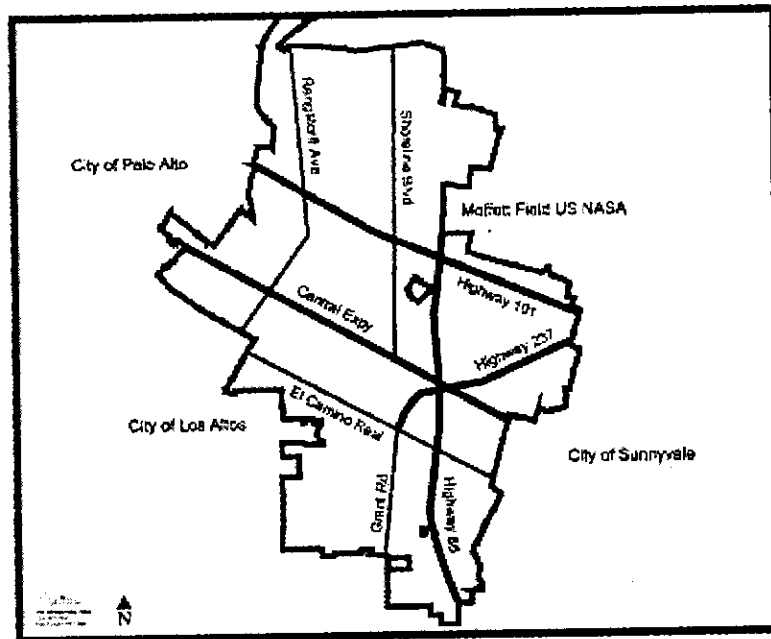
CITY OF MOUNTAIN VIEW, CALIFORNIA COMMUNITY PROFILE

History

The City of Mountain View is a charter city incorporated on November 7, 1902. The City operates under a council-manager form of government. The seven council members are elected at large for four-year terms that are staggered so three or four seats are filled at the general municipal election in November of every even-numbered year. Service on the Council is limited to two consecutive terms. Each year in January, the Council elects one of its members as Mayor and another as Vice-Mayor.

Location

Located in the heart of Silicon Valley, the City occupies approximately 12 square miles and is approximately 36 miles southeast of the City of San Francisco and 15 miles northwest of the City of San Jose (the County seat).



Climate

The climate is mild. The average temperatures during the summer months are in the mid-70's while during the winter they are in the high 50's. Rand McNally ranks Mountain View's climate the eighth most desirable of 329 metropolitan areas.

**CITY OF MOUNTAIN VIEW, CALIFORNIA
COMMUNITY PROFILE
(Continued)**

Transportation

Several major freeways and roads run through the City; U.S. Highway 101, California State Highway 85, Route 237, California State Highway 82 (known as El Camino Real) and Central Expressway. The City is also conveniently located near Interstate Highway 280. The City is bisected by CalTrains and is the northwest terminus of the County's Light Rail System. San Francisco International Airport is located 25 miles north of the City and San Jose International Airport is located 15 miles to the south.

Land Use Distribution

	<u>Total Acres</u>	<u>Percent of Total</u>
Residential	3,580	47%
Commercial	867	11%
Industrial	1,398	18%
Other	1,743	23%
Vacant	21	<1%

Note: Total acreage has changed due to more precise numbers from using new GIS technology.

Housing

There are a total of 33,090 housing units in the City of Mountain View. The median housing value for a single-family home is \$650,000; for a condo/townhouse is \$375,000. Housing units - owner occupied: 13,730 (41.5%); renter occupied: 19,360 (58.5%). Vacancy rate: 3.67%.

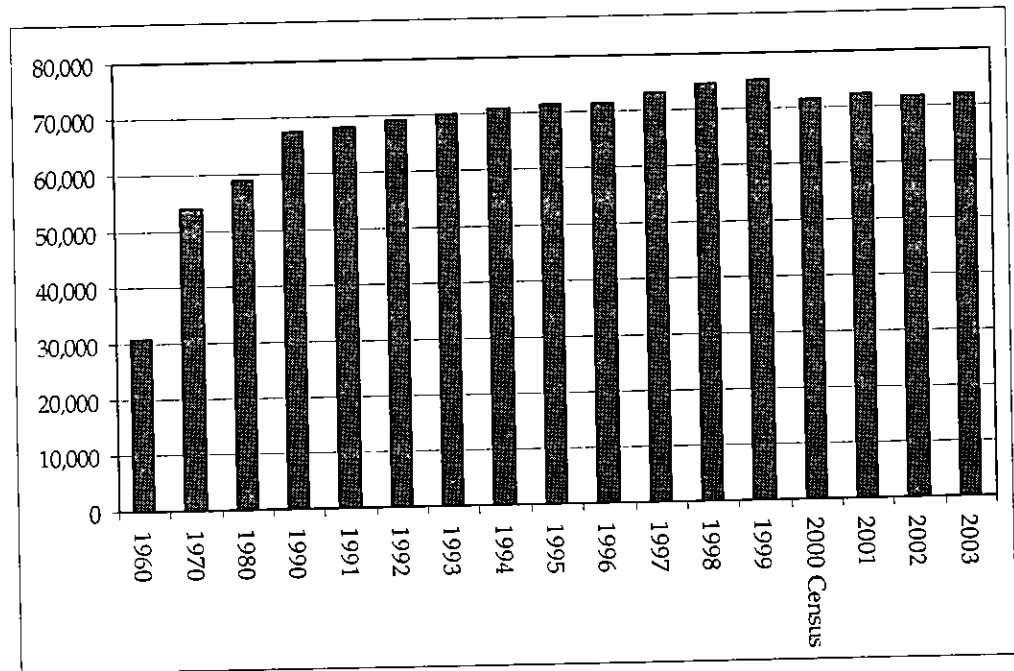
Recreation

The City enjoys many recreational facilities including operation of an eighteen-hole golf course, a 644-acre regional park with a boathouse and a sailing lake, and an outdoor amphitheater which seats 25,000.

CITY OF MOUNTAIN VIEW, CALIFORNIA COMMUNITY PROFILE (Continued)

Population

1960.....30,889
1970.....54,132
1980.....58,722
1990.....67,460
1991.....68,071
1992.....69,070
1993.....69,875
1994.....70,835
1995.....71,496
1996.....71,300
1997.....73,100
1998.....74,700
1999....75,200
2000....71,369
2001....72,242
2002....71,610
2003....72,000



Sources: California State Department of Finance

Major Employers

Employer	Type of Business
Acuson Corporation	Diagnostic Imaging Systems
El Camino Hospital	Health Services
General Dynamics Electronic Systems	Electronics
Google	Software
Intuit Corporation	Financial Software
Johnson & Johnson Alza Corporation	Pharmaceutical
KPMG	Consulting & Tax Services
Microsoft Corporation	Software
Silicon Graphics, Inc.	Graphic Workstations
Synopsys, Inc.	Chip Development Software & Services
Veritas Software Global Corporation	Software

**CITY OF MOUNTAIN VIEW, CALIFORNIA
COMMUNITY PROFILE
(Continued)**

Financial Status

City	Population *	Adopted General Fund Revenues	Adopted General Fund Appropriations	Adopted Total Budget**
Mountain View	72,000	\$ 71,852,000	\$ 69,120,000	\$154,035,000
Los Altos	27,700	20,810,000	19,290,000	27,998,000
Cupertino	52,200	31,120,000	31,365,000	51,120,000
Palo Alto	60,500	121,223,000	120,710,000	316,966,000
Milpitas	65,000	55,200,000	60,10,000	105,700,000
Santa Clara	105,800	108,776,000	116,504,000	442,241,000
Sunnyvale	132,500	93,581,000	98,344,000	212,091,000
San Jose	925,000	638,190,000	778,866,000	2,547,914,000

Source: Revenues, Appropriations and Budget obtained from respective cities.

* Estimates as of 1/1/03, obtained from the California State Department of Finance.

** Amounts exclude transfers, City of San Jose Total Budget is Proposed amount as Adopted amount was not available.

COMPUTATION OF LEGAL DEBT MARGIN

June 30, 2003
(Dollars in Thousands)

Assessed value (net) - June 30, 2003 (1)	\$ <u>9,079,727</u>
Debt limit: 15% of assessed value	1,361,959
Less total bonded debt, general obligation	<u>0</u>
Legal debt margin (2)	\$ <u>1,361,959</u>

(1) Source: Cal Muni. Does not include tax increment districts.

(2) The legal debt margin for the City of Mountain View, California, is calculated using a debt limit of 15 percent of the assessed value of property within the City limits.

DEBT SERVICE REQUIREMENTS
AS OF JUNE 30, 2003
(Dollars in Thousands)

<u>Type of Indebtedness</u>	<u>Maturity</u>	<u>Interest Rates</u>	<u>Authorized and Issued</u>	<u>Outstanding as of June 30, 2003</u>
<u>Tax Allocation Bonds(a)</u>				
Shoreline Regional Park Community:				
1993 Tax Allocation Bonds	2018	3.1 - 5.75%	25,465	19,655
1996 Tax Allocation Bonds	2021	4.0 - 5.6%	21,750	18,720
2001 TA Refunding Bonds	2016	3.5 - 5.25%	17,520	<u>16,650</u>
Total revenue and tax allocation bonds				<u>55,025</u>
<u>Special Assessment Debt with Governmental Commitment(b)</u>				
	Up to 2022	4.1 - 8.2%	6,016	<u>2,319</u>
<u>Certificates of Participation</u>				
City of Mountain View:				
2001 Refunding (a)	2015	3.5 - 4.75%	10,720	10,130
Revitalization Authority:				
1995 Refunding (a)	2016	4.0 - 6.0%	9,175	<u>7,145</u>
Total certificates of participation				<u>17,275</u>
Total long-term debt				<u>\$74,619</u>

Debt service payments are generally made from the following sources:

- (a) Transfers from the General Fund and property taxes transferred from the Special Revenue Funds to the Debt Service Funds.
- (b) Special assessment revenues recorded in the Special Assessment Debt Service Fund.

ANNUAL DEBT SERVICE PAYMENTS BY ENTITY

	<u>2001-02</u> <u>AUDITED</u>	<u>2002-03</u> <u>ADOPTED</u>	<u>2003-04</u> <u>ADOPTED</u>
City of Mountain View			
2001 Refunding Certificates of Participation (COPs)			
Principal	0	590,000	620,000
Interest	<u>223,592</u>	<u>428,419</u>	<u>407,244</u>
TOTAL City of Mountain View Refunding COPs 2001	<u>223,592</u>	<u>1,018,419</u>	<u>1,027,244</u>
Mountain View Capital Improvements Financing Authority (MVCIFA)			
1992 Revenue Bonds*			
Principal	\$ 2,175,000	0	0
Interest	<u>1,106,930</u>	<u>0</u>	<u>0</u>
TOTAL MVCIFA 1992 Revenue Bonds*	<u>3,281,930</u>	<u>0</u>	<u>0</u>
SHORELINE REGIONAL PARK COMMUNITY			
1992 Tax Allocation (TA) Refunding Bonds			
Principal	1,060,000	0	0
Interest	<u>573,558</u>	<u>0</u>	<u>0</u>
Total 1992 TA Refunding Bonds	<u>1,633,558</u>	<u>0</u>	<u>0</u>
1993 Series A Tax Allocation Bonds			
Principal	725,000	760,000	795,000
Interest	<u>1,167,415</u>	<u>1,141,504</u>	<u>1,102,231</u>
Total 1993 Series A TA Bonds	<u>1,892,415</u>	<u>1,901,504</u>	<u>1,897,231</u>
1996 Series A Tax Allocation Bonds			
Principal	540,000	565,000	590,000
Interest	<u>1,060,987</u>	<u>1,042,849</u>	<u>1,015,270</u>
Total 1996 Series A TA Bonds	<u>1,600,987</u>	<u>1,607,849</u>	<u>1,605,270</u>
2001 Tax Allocation Refunding Bonds			
Principal	0	870,000	915,000
Interest	<u>397,292</u>	<u>757,115</u>	<u>725,878</u>
Total 2001 TA Refunding Bonds	<u>397,292</u>	<u>1,627,115</u>	<u>1,640,878</u>
TOTAL Shoreline Regional Park Community	<u>5,524,252</u>	<u>5,136,468</u>	<u>5,143,379</u>

ANNUAL DEBT SERVICE PAYMENTS BY ENTITY
(continued)

REVITALIZATION AUTHORITY

1995 Refunding Certificates of Participation			
Principal	325,000	340,000	355,000
Interest	432,887	418,590	401,903
TOTAL Revitalization Authority	<u>757,887</u>	<u>758,590</u>	<u>756,903</u>
TOTAL DEBT SERVICE REQUIREMENTS	\$ <u>9,787,661</u>	<u>6,913,477</u>	<u>6,927,526</u>

* The 1992 Revenue Bonds are funded by the General Fund and the Shoreline Regional Park Community Fund. These bonds were refinanced and separated during Fiscal Year 2001-02 resulting in the City of Mountain View 2001 Refunding COPs and the Shoreline Regional Park Community 2001 Tax Allocation Refunding Bonds.

Note: Interest payment includes Trustee fees.

TOP TEN PROPERTY TAXPAYERS

Fiscal Year 2002-03
(Dollars in Thousands)

OWNER	PRIMARY USE	ASSESSED VALUATION	PERCENTAGE OF TOTAL ASSESSED VALUATION
Legacy Partners Inc.	Unsecured	\$ 248,500	2.20%
Alza Corporation	Industrial	188,370	1.66%
BP Shoreline Technology Park LLC	Industrial	178,152	1.57%
Silicon Graphics Inc.	Unsecured	127,182	1.12%
Mission West Shoreline LLC	Industrial	125,000	1.10%
P & A Charleston Road LLC	Commercial	113,000	1.00%
Richard T. Peery	Industrial/ Commercial	150,724	1.33%
Shoreline Park LLC	Industrial	83,742	0.74%
SL Investments III LLC	Industrial	71,711	0.63%
Sun Microsystems, Inc.	Unsecured	70,109	0.62%
Subtotal		<u>\$ 1,356,490</u>	<u>11.97%</u>

Fiscal Year 2002-2003 Total Net Assessed Valuation \$ 11,329,212,153

Source: Santa Clara County Assessor Fiscal Year 2002-03 Combined Tax Rolls (as of June 2003)

FISCAL YEAR 2003-04 BUDGET REVIEW PROCESS

The budget process begins in November of each fiscal year, when all City departments begin preparation of their budget proposals for the upcoming fiscal year. Budget requests are reviewed by the Budget Review Team (consisting of the Assistant City Manager and the Finance and Administrative Services Director) and City Manager.

The budget is first presented to the City Council in May in the form of a Narrative Budget Report and then formally at public hearings in June. The budget is then adopted at a City Council meeting. This process complies with the procedures required in the City Charter for adoption of the annual budget. The annual City budget must be adopted prior to July 1, the beginning of each fiscal year.

Given the unusual economic circumstances of the current fiscal year and the severity of the budget shortfall projected for fiscal year 2003-04, a study session was held on April 15 for the General Operating Fund to preliminarily discuss the concepts being considered for the Fiscal Year 2003-04 budget.

The table below is a condensed time line for the entire budget process.

November	Departments prepare budget proposals for the upcoming fiscal year.
December	Departments submit budget requests to the Budget Review Team and the Capital Outlay Committee.
December-February	The Capital Outlay Committee meets with departments and reviews the department requests. The City Manager and the Budget Review Team meet with departments, review department budgets and develop recommendations.
February	Mid-Year Budget Report presented to City Council.
March	City Council annual goal-setting process – Part I.
April	Review of the Five-Year Capital Improvement Program. General Operating Fund Budget study session for Fiscal Year 2003-04 budget balancing concepts. Review and approval of the Community Development Block Grant (CDBG) funds. City Council goal setting process – Part II.
May	Capital Improvement Program study session and adoption. Special and Utility Funds Budget Report and General Operating Fund (follow-up) study session. Adoption of annual goals.
June	Proposed budget and Five-Year Forecast presented to Council, public hearings and final budget adoption.

FINANCIAL AND BUDGETARY POLICY

Budget Policies:

-The adopted budget shall serve as the annual financial plan for the City. This financial plan shall include the goals and objectives set by the City Council and the level of services determined by the City Council.

-A balanced budget will be adopted annually, whereby operating expenditures shall not exceed operating revenues.

- Performance and workload measures, which reflect the effectiveness, efficiency or workload of departmental operations, will be included in the annual budget.

Revenue & Expenditure Policies:

- The development and maintenance of diversified and reliable revenue streams will be the primary revenue policy of the City. The City will focus its efforts to optimize existing revenue sources while periodically reviewing potential new revenue sources.

- Revenues and expenditures will be forecast for the upcoming budget year and the four subsequent years.

- Revenues and expenditures will be estimated conservatively using information provided by State and other governmental agencies, trending of historical information and other relevant information.

- Fees and charges for services will be evaluated and, if necessary, adjusted annually. The City's objective in setting fees and charges for services is to achieve a reasonable level of cost recovery for services that are not provided to, or do not benefit the community as a whole.

- A good internal control structure assuring that only properly authorized expenditures are made will be maintained.

- Expenditures will be controlled at the fund and department level and will not exceed appropriations without City Council authorization. Appropriations lapse at the end of the fiscal year to the extent that they have not been expended or encumbered.

- Obligations of the City will be recognized when incurred. Encumbrances will be used for outstanding commitments. Encumbrances outstanding at year-end will be carried over to the next fiscal year and are automatically reappropriated for inclusion in the next fiscal year's budget.

Reserve Policies:

- The General Fund Contingency Reserve, with a policy level to be equal to approximately 5 percent of the general operating budget, will be used for City Council approved expenditures not appropriated during the annual budget process and/or to cover unanticipated revenue shortfalls.

FINANCIAL AND BUDGETARY POLICY **(Continued)**

- The General Fund Emergency Reserve, with a policy level to be equal to approximately 10 percent of the general fund operating budget, will be used only in situations of extreme physical or financial emergency and with the approval of the City Council.
- The Revenue Stabilization Reserve shall be established to generate revenue from investment earnings and provide funds for inter-fund loans and advances.
- The Budget Transition Reserve shall be established to strategically position the City to adjust to lower revenues during economically challenging times.
- The Property Management Reserve shall be established to provide a source of funds for obligations which could arise from the City's leasing of property in the North Bayshore Area, including legal, environmental testing or other costs normally incurred by a lessor.
- The Capital Improvement Projects Reserve, with a policy level of a minimum of \$5 million, will be used for the funding of capital improvement projects authorized by the City Council. To the extent possible, General Operating Fund carryovers remaining from the end of the fiscal year, not designated for other reserve purposes, may be applied to this Reserve.
- The Strategic Property Acquisition Reserve shall be established for the purpose of setting aside specific funds to be used for the acquisition of strategic property(ies).
- The Compensated Absences Reserve shall fund the City's obligation for employees' accrued vacation and sick leave.
- The Equipment Replacement Reserve shall be maintained for the replacement of capital equipment.
- The Workers' Compensation Reserve shall be maintained at a level deemed adequate to meet projected liabilities as determined by an actuarial evaluation to be conducted at least once every three years.
- The Liability Self-Insurance Reserve shall be maintained at a minimum level of \$2 million plus an amount to fund incurred claims.
- The Unemployment Self-Insurance Reserve and the Employee Benefits Plan Reserve will be reviewed annually and maintained at a level adequate to meet estimated unemployment and employee benefit liabilities, respectively.
- The Retirees' Health Plan Reserve will be reviewed annually with a funding goal adequate to meet projected liabilities as determined by an actuarial evaluation to be conducted periodically.

FINANCIAL AND BUDGETARY POLICY

(Continued)

- The Water Fund Reserve shall be maintained at a minimum of the following:
 - 1) 10 percent of operating budget for emergency
 - 2) 15 percent of operating budget for contingency and rate stabilization
 - 3) \$2 million for capital improvements
- The Wastewater Fund Reserve shall be maintained at a minimum of the following:
 - 1) 10 percent of operating budget for emergency
 - 2) 15 percent of operating budget for contingency and rate stabilization
 - 3) \$1 million for capital improvements
- The Solid Waste Fund Reserve shall be maintained at a minimum of the following:
 - 1) 10 percent of operating budget for emergency
 - 2) 15 percent of operating budget for contingency and rate stabilization

Capital Improvement Policies:

- A five-year comprehensive Capital Improvement Plan (CIP), identifying proposed major construction projects, capital equipment outlays, land acquisition and other capital improvement expenditures, and providing an analysis of the estimated funding available and necessary to fund these projects, shall be prepared each year and presented to the City Council for approval.
- The plan shall identify all proposed projects to be initiated during the five-year period.
- The first year of the five-year plan shall be appropriated annually. The appropriations for each project are ongoing until project completion, project cancellation or amendment.
- The adopted capital improvement budget shall only include those projects which can reasonably be accomplished or substantially started within the fiscal year.
- Recurring annual projects shall be closed out at the end of the fiscal year or as soon as all related expenditures have been paid.
- Capital projects will be reviewed on an annual basis for amendments or potential closure/cancellation.
- A list of unscheduled projects (projects not included in the five-year period) will be identified in the five-year plan as an indication of potential future projects.
- Future potential ongoing operating costs associated with a project will be identified with the project in the five-year plan.

FINANCIAL AND BUDGETARY POLICY **(Continued)**

Cash Management and Investment Policies:

- The City will follow modern cash management practices that require active revenue oversight, prompt collection, deposit and investment of all funds and cash flow management which maximizes the amount of invested cash balanced with the timely payment of obligations.

- The City will invest all funds in accordance with the Investment policy based on the following criteria:

- 1) Safety of investment
- 2) Maintenance of sufficient liquidity to meet cash flow needs
- 3) Attainment of a total rate of return consistent with the requirements of the City's Investment Policy

- The City shall conduct all of its investment activities in accordance with the California Government Code Section 53600 and the City's investment policy.

- The City's investment policy shall be updated as necessary and approved by the City Council on an annual basis. A complete report on the City's investment portfolio shall be presented to the City Council on a regular basis.

- A cash flow analysis shall be prepared on a monthly basis in order to estimate the amount of funds available for investment.

Accounting Policies:

- A financial accounting system adequate to provide management information and meet reporting requirements shall be maintained.

- A system of effective internal controls will be maintained that assures only properly authorized expenditures, recordings of financial transactions and accounting entries are executed.

- The City's financial records will be audited annually by an independent accounting firm as required by the City Charter.

- A Comprehensive Annual Financial Report (CAFR) shall be prepared each year within six months of the close of the previous fiscal year.

- The CAFR shall be prepared in accordance with generally accepted accounting principles applicable to local governments.

FINANCIAL AND BUDGETARY POLICY

(Continued)

Debt Management Policies:

- Long-term borrowing will be restricted to the funding of capital improvement projects and equipment. The use of long-term borrowing for ongoing operations shall be avoided.
- Debt obligations will be met in a timely and efficient manner.
- The term of the debt shall not exceed the expected useful life of the capital improvement project or equipment.
- The City will comply with all debt covenants.
- The City will not exceed its legal debt margin limit of 15 percent of assessed value of property within the City limits.
- Refunding techniques will be used where appropriate to allow for the restructuring of its current outstanding debt to remove or change restrictive covenants, and/or to reduce annual debt service in an amount sufficient to justify the costs of the refunding/reissuance.

Risk Management Policies:

- The City will maintain an appropriate level of funding or insurance coverage for exposure to risks of financial loss through self-insurance, partial self-insurance, commercial insurance, or pooled insurance, whichever form is the most cost effective in the long term.
- City property shall be appropriately insured or self-insured to cover the City's losses through theft, destruction, fire and other insurable perils.
- All liability-type losses and claims that occur with predictable frequency and which will not have a significant adverse impact on the City's financial position shall be self-insured to an appropriate level. The City shall be insured or self-insured for unemployment insurance and workers' compensation insurance.
- An annual survey shall be made of all insurance and self-insurance to monitor and compare costs.

GLOSSARY

Accounting System - The total structure of records and procedures which identify, record, classify, summarize, and report information on the financial position and results of operations of a government.

Accrual Basis of Accounting - A method of accounting that recognizes the financial effect of transactions, events and interfund activities when they occur, regardless of the timing of related cash flows.

Adjusted Budget - The Adopted Budget plus/minus any mid-year Council action.

Adopted Budget - The final budget document in which formal action is taken by the City Council to set the spending plan for the fiscal year.

Adoption - Formal action by the City Council to accept a document.

Annual Budget - The total budget for a given fiscal year as approved by City Council.

Appropriation - A legislative act authorizing the expenditure of a designated amount of public funds for a specific purpose.

Assessed Valuation - A value established by the County Assessor which approximates fair market value of real or personal property. By state law, one hundred percent of the property value is used for determining the basis for levying property taxes.

Bonds - A written promise to pay a sum of money on a specific date at a specified interest rate.

Budget - A financial plan identifying estimated revenues, planned expenditures and levels of service.

Budget Adjustment - Any change approved by council after the formal adoption of the budget.

Capital Improvement Program (CIP) - Annual appropriations for capital projects such as City buildings, general plan update, park renovations, etc. These projects are usually multi-year, and thus extend beyond the annual budget. The CIPs are supported by a five-year expenditure plan detailing funding sources and expenditure amounts.

Capital Outlay - Expenditures that result in the acquisition of assets with an estimated useful life of more than two years and a unit cost of \$3,000 or more (account classification 56100's).

COLA - Cost of living adjustment.

Contingency - A budgeted reserve set aside for emergency or unanticipated expenditures and revenue shortfalls.

Consumer Price Index (CPI) - A statistical measure of price levels provided by the U.S. Department of Labor signifying the cost of living and economic inflation.

Certificates of Participation (C.O.P.) - Provides long term financing through a lease, installment of sale agreement or loan agreement.

Debt Retirement Costs - Costs associated with the retirement of debt.

Debt Service - The payment of principal and interest on borrowed funds such as bonds.

Debt Service Fund - An account used to track the monies set aside for debt service.

Department - The highest organizational unit which is responsible for managing divisions within a functional area.

Division - An organizational unit that provides a specific service within a department.

Ending Balance - The excess of a fund's accumulation of revenues over its expenditures.

Estimated Revenue - The amount of revenue expected in some period.

Expenditure - The use of financial resources typically spent for goods or services.

Fiscal Year - A 12-month period specified for recording financial transactions. The City of Mountain View's fiscal year starts on July 1 and ends on the following June 30.

Full-Time Equivalent (FTE) - Part-Time and Hourly positions expressed as a fraction of Full-Time Positions (2080 hours per year). Example: 3 positions working 1/2 time equal 1 1/2 FTEs.

Fund - A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

General Fund - Accounts for the operations of the City which are not recorded in other funds.

General Government - A grouping of departments that support those which give direct service to the public.

Goals - A set of criteria to be achieved within a certain time period.

Grant Funds - Monies received from another government such as the State or Federal Government, usually restricted to a specific purpose.

Gross - Amount prior to any deductions.

IFAS - The accounting and budgetary system used by the City of Mountain View.

Infrastructure - A substructure or underlying foundation on which the continuance or growth of a community depends: roads, schools, transportation systems, etc.

Interdepartmental Charges - Charges from one department or fund to another department or fund within the City of Mountain View.

Interfund Expenditure - An expenditure reported in one department or fund that is generated by another department or fund within the governmental entity.

Interfund Transfers - Movement of money from one fund to another within the City of Mountain View.

Intergovernmental Revenue - Grants, entitlements and cost reimbursements from another federal, state or local governmental unit.

Labor Chargeback- An account used to credit salaries and benefits when time is charged to a capital improvement project or another fund or department for services provided.

Maintenance and Operations - Cost of upkeep and running of property or equipment (account classification 55200's).

Materials and Supplies - Expenditures for goods used to support operations (account classification 55100's).

Mission Statement - A broad direction based on the needs of the community. A mission is general and timeless; it is not concerned with a specific achievement in a given time period.

Modified Accrual Basis of Accounting – Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due. [NCGA Statement 1]

Net - Amount after consideration of any adjustments.

Objective - Something aimed at or strived for.

Operating Budget - Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing acquisition, spending and service delivery activities of a government are controlled.

Other Expenses - All expenditures not recorded in other major account classifications (account classification 55500's).

Other Fund - A fund which accounts for resources that are legally restricted to expenditures for specific operational purposes.

Overhire Position - A position created for temporary use above the approved budgeted number of positions. This is used as an overlap when someone is retiring, out on disability, etc.

Performance/Workload Measures - Number or percentage of work category completed or performed. The performance/workload measures provide an indicator of the amount of work performed or measures the quality of effectiveness of work performed by a department or program from year to year.

PERS - Public Employees Retirement System.

Personnel Services - Salaries and benefits paid to City employees (account classification 54100-54300's).

Position Classification - Includes job titles, job grades, and job families for an overall job level.

Professional/Technical Services - Expertise purchased from external sources (account classification 55400's).

Property Tax Apportionment - The allotment of direct taxes on the basis of population.

Proposed Budget - The initial spending plan for the fiscal year presented to the City Council before adoption.

Proposition 4/GANN Initiative Limit - The City is required, under Article XIII B of the State Constitution, to limit appropriations from proceeds of taxes. The annual appropriation limit is based on data received from the State, including various growth measures such as population, CPI, and non-residential construction changes.

Reserves - An account classification used to indicate that a portion of fund resources is not available for appropriation and subsequent spending.

Revenue Enhancements - Any action that increases current revenue sources or creates new ones.

Section 1103 of City Charter - Mandates that the City Manager will send a careful estimate, in writing detailing the amount of expenditures required to ensure the proper conduct of business at all levels the City Manager has control of, and an estimate of incomes expected.

Secured Debt - Debt guaranteed by the pledge of assets or other collateral.

Services to Other Departments - Includes interdepartmental charges and credits received for work performed for another department or fund (account classification 54100).

Significant Changes - Any change resulting in an increase in the budget of more than the expense guidelines provided by the City Manager. The expense guideline for Fiscal Year 2003-04 is a 0% increase over Fiscal Year 2002-03.

Taxes - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

Unsecured Debt - Obligation not backed by the pledge of specific collateral.

Utilities - A public service such as gas, electricity, or water. Also used to account for expenditures for services such as gas, electricity, water, refuse collection, etc. (account classification 55300's).

Utility Rolls - Utility property assessed by the State Board of Equalization.

NOTES

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ADOPTED FISCAL YEAR 2003-04 BUDGET - FUND GROUP SUMMARIES

	BEGINNING BALANCE	REVENUES	TOTAL AVAILABLE	EXPENDI- TURES	DEBT SERVICE	CAPITAL PROJECTS	INTRFD TRANSFERS	EXPENDI- TURES	OTHER	ENDING BALANCE
<u>GENERAL FUND</u>										
General Operating	\$ 0	71,029,822	71,029,822	67,045,074	1,027,244	0	392,955	68,465,273	(2,564,549)	0
Shoreline Golf Links	2,002,926	3,896,970	5,899,896	3,391,044	0	0	417,569	3,808,613	0	2,091,283
TOTAL	\$ 2,002,926	74,926,792	76,929,718	70,436,118	1,027,244	0	810,524	72,273,886	(2,564,549)	2,091,283
<u>SPECIAL REVENUE</u>										
Gas Tax	\$ 21,098	1,388,780	1,409,878	83,393	0	220,000	1,021,290	1,324,683	0	85,195
Construction Tax	6,248,365	1,914,940	8,163,305	105,282	0	3,098,000	0	3,203,282	0	4,960,023
Below Market Housing	780,996	30,540	811,536	25,000	0	0	0	25,000	0	786,536
Transit Oriented Dev.	827,022	476,140	1,303,162	0	0	697,782	0	697,782	0	605,380
Revitalization Authority	1,165,724	3,076,190	4,241,914	375,371	0	0	1,528,732	1,904,103	0	2,337,811
Parking District #2	1,059,547	451,386	1,510,933	269,981	0	0	108,973	378,954	(255,759)	876,220
Supp Law Enforcement	(2,238)	146,892	144,654	137,789	0	0	0	137,789	0	6,865
CDBG	0	1,386,980	1,386,980	1,336,980	0	0	0	1,336,980	133,729	183,729
Local Law Enforcement	146,631	15,569	162,200	85,713	0	0	0	85,713	0	76,487
Cable Television	1,301,822	573,000	1,874,822	820,000	0	0	503,000	1,323,000	0	551,822
Shoreline Regional										
Park Community	40,004,143	22,155,516	62,159,659	6,759,376	5,143,379	13,187,000	1,962,178	27,051,933	0	35,107,726
TOTAL	\$ 51,553,110	31,615,933	83,169,043	9,998,885	5,143,379	17,202,782	5,124,173	37,469,219	(122,030)	45,577,794
<u>CAPITAL PROJECTS</u>										
Storm Drain	\$ 705,939	40,938	746,877	218	0	26,000	0	26,218	0	720,659
Park Land Dedication	2,701,842	336,259	3,038,101	0	0	832,162	0	832,162	(1,918,795)	287,144
TOTAL	\$ 3,407,781	377,197	3,784,978	218	0	858,162	0	858,380	(1,918,795)	1,007,803

ADOPTED FISCAL YEAR 2002-03 BUDGET - FUND GROUP SUMMARIES

(continued)

	BEGINNING BALANCE	REVENUES	TOTAL AVAILABLE	EXPENDI- TURES	DEBT SERVICE	CAPITAL PROJECTS	INTRFD TRANSFERS	EXPENDI- TURES	OTHER	ENDING BALANCE
<u>ENTERPRISE</u>										
Water	\$ 8,511,311	16,320,000	24,831,311	14,094,332	0	2,141,000	115,936	16,351,268	(5,193,328)	3,286,715
Wastewater	13,030,097	10,537,280	23,567,377	11,105,837	0	1,778,000	252,078	13,135,915	(7,938,879)	2,492,583
Solid Waste Mgmt	9,502,540	8,040,160	17,542,700	9,521,948	0	0	217,688	9,739,636	(2,315,155)	5,487,909
TOTAL	\$ 31,043,948	34,897,440	65,941,388	34,722,117	0	3,919,000	585,702	39,226,819	(15,447,362)	11,267,207
<u>INTERNAL SERVICE</u>										
Equip Maint & Repl	\$ 11,901,161	3,048,204	14,949,365	3,048,848	0	0	109,907	3,158,755	(11,866,739)	(76,129)
Workers' Compensation	4,554,495	2,397,140	6,951,635	1,658,000	0	0	0	1,658,000	(3,509,104)	1,784,531
Unemployment	550,135	69,270	619,405	67,250	0	0	0	67,250	0	552,155
Liability	5,546,579	1,031,110	6,577,689	1,415,550	0	0	1,000,000	2,415,550	(323,825)	3,838,314
Retirees Health	11,441,381	637,208	12,078,589	942,018	0	0	0	942,018	(10,141,160)	995,411
Employee Benefits	316,989	77,758	394,747	114,770	0	0	0	114,770	0	279,977
TOTAL	\$ 34,310,740	7,260,690	41,571,430	7,246,436	0	0	1,109,907	8,356,343	(25,840,828)	7,374,259
<u>GENERAL FUND RESERVE FUNDS</u>										
Reserves	\$ 64,746,380	4,389,972	69,136,352	647,557	756,903	0	1,009,524	2,413,984	(3,256,506)	63,465,862
TOTAL	\$ 64,746,380	4,389,972	69,136,352	647,557	756,903	0	1,009,524	2,413,984	(3,256,506)	63,465,862
GRAND TOTAL	\$ 187,064,885	153,468,024	340,532,909	123,051,331	6,927,526	21,979,944	8,639,830	160,598,631	(49,150,070)	130,784,208

GENERAL OPERATING FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>	Unaudited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>
Revenues and Sources of Funds:				
Property Taxes	\$ 14,261,679	13,752,380	15,110,348	15,111,020
Sales Tax	16,715,021	17,569,640	14,327,643	13,771,800
Other Local Taxes	7,805,660	8,427,710	7,216,963	7,166,960
Licenses, Permits & Fees	4,727,860	4,190,650	4,433,299	4,231,990
Fines & Forfeitures	537,639	517,000	630,482	594,000
Use of Money & Property	9,959,208	9,384,330	9,455,409	8,850,500
Intergovernmental	4,973,912	4,777,620	4,913,783	4,824,650
Charges for Services	2,292,981	1,995,160	2,172,729	2,044,660
Other Revenues	1,156,792	907,980	1,194,046	1,155,040
Interfund Revenues & Transfers	8,305,833	9,157,000	9,221,426	11,219,448
Loan Repayments	1,894,251	2,059,754	2,059,753	2,059,754
Total	<u>72,630,836</u>	<u>72,739,224</u>	<u>70,735,881</u>	<u>71,029,822</u>
Expenditures and Uses of Funds:				
Operations	62,720,184	67,856,361	63,605,546	66,312,101
Debt Service Payments	1,867,719	1,018,419	1,001,669	1,027,244
Self Insurance	977,687	718,462	693,056	732,973
Transfer to Equip Replace Res	1,633,250	1,039,972	1,039,972	392,955
Transfer to Other Funds	82,292	0	0	0
Total	<u>67,281,132</u>	<u>70,633,214</u>	<u>66,340,243</u>	<u>68,465,273</u>
Revenues and Sources Over (Under) Expenditures and Uses	5,349,704	2,106,010	4,395,638	2,564,549
Economic Stabilization Contingency	(5,349,704)	(2,106,010)	(4,395,638)	(2,564,549)
Beginning Balance, July 1	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Ending Balance, June 30*	<u>\$ 0</u>	<u>0</u>	<u>0</u>	<u>0</u>

The General Operating Fund accounts for the operations of the City which are not recorded in other funds.

* Balance less any reserves for encumbrances and changes in assets and liabilities, is transferred to various reserves after the end of the fiscal year.

GENERAL OPERATING FUND: SHORELINE GOLF LINKS

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>	Unaudited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 163,443	143,570	115,008	108,200
Green Fees	2,407,235	2,697,000	2,298,473	2,398,770
Golf Car/Other Rentals	352,195	350,000	347,587	350,000
Range Revenue	485,950	480,000	434,746	470,000
Retail Sales	457,008	426,000	440,249	435,000
Golf Lessons/Club Repair	160,877	100,000	124,260	125,000
Concessions	12,817	10,000	9,841	10,000
Other Revenues	71,597	0	79,776	0
Capital Projects Refunds	93,546	0	38,186	0
Total	<u>4,204,668</u>	<u>4,206,570</u>	<u>3,888,126</u>	<u>3,896,970</u>
Expenditures and Uses of Funds:				
Operations	2,851,285	2,991,142	2,911,371	2,910,171
Capital Projects	355,000	320,000	320,000	0
General Fund Administration	300,000	400,000	400,000	418,550
Self Insurance	33,830	50,329	49,175	62,323
Transfer to General Fund	0	250,000	250,000	250,000
Transfer to Water	0	0	0	7,703
Transfer to Equip Replace Res	145,902	164,572	164,572	159,866
Total	<u>3,686,017</u>	<u>4,176,043</u>	<u>4,095,118</u>	<u>3,808,613</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	518,651	30,527	(206,992)	88,357
Beginning Balance, July 1	<u>1,691,267</u>	<u>2,209,918</u>	<u>2,209,918</u>	<u>2,002,926</u>
Ending Balance, June 30	\$ <u><u>2,209,918</u></u>	<u><u>2,240,445</u></u>	<u><u>2,002,926</u></u>	<u><u>2,091,283</u></u>

Shoreline Golf Links records revenues and expenditures related to the City's operation of the golf course. The City commenced direct management of the course on December 1, 1995.

GAS TAX FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>	Unaudited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 73,882	72,040	37,793	21,280
2105 Funds	451,694	446,000	446,864	450,000
2106 Funds	328,296	319,000	314,178	320,000
2107 Funds	593,883	575,000	462,564	440,000
2107.5 Funds	7,500	7,500	7,500	7,500
Traffic Congestion Relief (AB2928)	164,246	198,000	152,993	150,000
Capital Projects Refunds	<u>288,988</u>	<u>0</u>	<u>80,564</u>	<u>0</u>
Total	<u>1,908,489</u>	<u>1,617,540</u>	<u>1,502,456</u>	<u>1,388,780</u>
Expenditures and Uses of Funds:				
Capital Projects	1,276,000	1,072,000	932,000	220,000
General Fund Administration	0	0	0	83,393
Transfer to General Fund	<u>785,920</u>	<u>1,021,290</u>	<u>1,021,290</u>	<u>1,021,290</u>
Total	<u>2,061,920</u>	<u>2,093,290</u>	<u>1,953,290</u>	<u>1,324,683</u>
Revenues and Sources Over (Under) Expenditures and Uses	(153,431)	(475,750)	(450,834)	64,097
Beginning Balance, July 1	<u>625,363</u>	<u>471,932</u>	<u>471,932</u>	<u>21,098</u>
Ending Balance, June 30	<u>\$ 471,932</u>	<u>(3,818) *</u>	<u>21,098</u>	<u>85,195</u>

1. Section 2105 Funds: Expenditure of funds apportioned may be made for any street purpose. Funds apportioned to the City are on a per capita basis. In order to receive any allocation pursuant to this section the City shall annually expend from its General Fund for street and highway purposes an amount not less than the annual average of its expenditures from its General Fund during the 1987-88, 1988-89 and 1989-90 fiscal years as reported to the Controller pursuant to Section 2151.
2. Section 2106 and 2107 Funds: Expenditure of funds apportioned may be made for any street purpose. This includes construction, purchase of right-of-way, or maintenance. Funds are apportioned as follows: (a) 2106: \$4,800 fixed amount and a per capita distribution; (b) 2107: a per capita distribution, and interest earnings.
3. Section 2107.5 Funds-Engineering: Funds are required to be used exclusively for engineering and administrative costs in respect to streets and roads. The amount of \$7,500 apportioned to the City is based on population.

Expenditures of this fund are limited to specific purposes as prescribed by law; primarily road construction, maintenance and certain administrative costs. All expenditures are audited by the State Controller's Office.

* This deficit balance was replenished from anticipated capital project refunds.

CONSTRUCTION TAX - REAL PROPERTY CONVEYANCE TAX FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>	Unaudited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>
Revenues and Sources of Funds:				
Real Property Conveyance Tax	\$ 4,054,461	2,000,000	2,153,653	1,500,000
Construction Tax - Other	38,225	35,000	8,050	8,000
Investment Earnings	535,300	498,540	491,333	406,940
Capital Projects Refunds	<u>414,578</u>	<u>0</u>	<u>111,106</u>	<u>0</u>
Total	<u>5,042,564</u>	<u>2,533,540</u>	<u>2,764,142</u>	<u>1,914,940</u>
Expenditures and Uses of Funds:				
Capital Projects	3,815,000	2,784,000	2,784,000	3,098,000
General Fund Administration	0	0	0	105,282
Transfer to General Fund	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>	<u>0</u>
Total	<u>3,845,000</u>	<u>2,814,000</u>	<u>2,814,000</u>	<u>3,203,282</u>
Revenues and Sources Over (Under) Expenditures and Uses	1,197,564	(280,460)	(49,858)	(1,288,342)
Beginning Balance, July 1	<u>5,100,659</u>	<u>6,298,223</u>	<u>6,298,223</u>	<u>6,248,365</u>
Ending Balance, June 30	<u>\$ 6,298,223</u>	<u>6,017,763</u>	<u>6,248,365</u>	<u>4,960,023</u>

The Construction Tax and Real Property Conveyance Tax Fund revenues are derived from fees authorized by Mountain View City Code, Sections 29.56 and 29.63 respectively. The Real Property Conveyance Tax is assessed at \$1.65 for each \$500 of real property located in the City when a transfer of ownership occurs. These revenues are to be used for implementation of the Capital Improvements Program.

BELOW MARKET HOUSING FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>	Unaudited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>
Revenues and Sources of Funds:				
Below Market Housing In Lieu Fees	\$ 344,544	0	884,737	0
Investment Earnings	<u>12,714</u>	<u>5,070</u>	<u>43,888</u>	<u>30,540</u>
Total	<u>357,258</u>	<u>5,070</u>	<u>928,625</u>	<u>30,540</u>
Expenditures and Uses of Funds:				
Expenditures	<u>255,180</u>	<u>25,000</u>	<u>252,220</u>	<u>25,000</u>
Total	<u>255,180</u>	<u>25,000</u>	<u>252,220</u>	<u>25,000</u>
Revenues and Sources Over (Under) Expenditures and Uses	102,078	(19,930)	676,405	5,540
Beginning Balance, July 1	<u>2,513</u>	<u>206,251</u>	<u>104,591</u>	<u>780,996</u>
Ending Balance, June 30	\$ <u><u>104,591</u></u>	<u><u>186,321</u></u>	<u><u>780,996</u></u>	<u><u>786,536</u></u>

The Below Market Rate Housing Program requires that 10.0% of all new residential units be affordable to low and moderate income households. A developer may pay a fee in-lieu of providing these units. These funds will then be used to provide affordable housing approved by City Council. The City has contracted with the Housing Authority of Santa Clara County to provide the administrative support for this program.

TRANSIT ORIENTED DEVELOPMENT

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>	Unaudited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>
Revenues and Sources of Funds:				
Transit Oriented Development Fees	\$ 1,972,782	0	0	0
Investment Earnings	38,590	0	90,650	76,140
Capital Project Refunds	<u>0</u>	<u>0</u>	<u>0</u>	<u>400,000</u>
Total	<u>2,011,372</u>	<u>0</u>	<u>90,650</u>	<u>476,140</u>
Expenditures and Uses of Funds:				
Capital Projects	<u>1,275,000</u>	<u>0</u>	<u>0</u>	<u>697,782</u>
Total	<u>1,275,000</u>	<u>0</u>	<u>0</u>	<u>697,782</u>
Revenues and Sources Over (Under) Expenditures and Uses	736,372	0	90,650	(221,642)
Beginning Balance, July 1	<u>0</u>	<u>736,372</u>	<u>736,372</u>	<u>827,022</u>
Ending Balance, June 30	\$ <u><u>736,372</u></u>	<u><u>736,372</u></u>	<u><u>827,022</u></u>	<u><u>605,380</u></u>

A developer may apply for a Transit Oriented Development (TOD) Overlay Zone and a TOD permit which would require the development to provide certain transit related improvements as a condition of the increased density. A developer may pay the City to provide these improvements.

REVITALIZATION AUTHORITY FUND
Statement of Revenues, Expenditures and Balances

	Audited Actual 2001-02	Adopted Budget 2002-03	Unaudited Actual 2002-03	Adopted Budget 2003-04
Revenues and Sources of Funds:				
Property Taxes	\$ 2,453,260	2,665,720	2,551,921	2,916,170
Investment Earnings	171,312	182,740	188,032	160,020
Other Revenues	1,366	0	1,608	0
Transfer from General Fund	36,516	0	0	0
Transfer from Parking District	63,430	0	0	0
Loan From SRPC	0	0	1,910,000	0
Capital Project Refunds	55,876	0	0	0
Total	<u>2,781,760</u>	<u>2,848,460</u>	<u>4,651,561</u>	<u>3,076,190</u>
Expenditures and Uses of Funds:				
Operations	111,103	339,688	221,287	171,549
Capital Projects	0	3,048,000	3,048,000	0
General Fund Administration	96,850	101,690	101,690	203,010
Housing Set Aside	490,652	533,144	510,384	583,234
Property Purchase	0	0	1,912,187	0
Self Insurance	577	672	660	812
ERAF	0	0	73,679	0
General Fund Loan Repayments	218,748	187,846	187,846	182,022
Indebtedness Pymt to General Fund Res	722,806	758,590	724,231	756,903
Transfer to General Fund	6,000	6,000	6,000	6,000
Transfer to Equip Replace Res	743	612	612	573
Total	<u>1,647,479</u>	<u>4,976,242</u>	<u>6,786,576</u>	<u>1,904,103</u>
Revenues and Sources Over (Under) Expenditures and Uses	1,134,281	(2,127,782)	(2,135,015)	1,172,087
Beginning Balance, July 1	<u>2,166,458</u>	<u>3,300,739</u>	<u>3,300,739</u>	<u>1,165,724</u>
Ending Balance, June 30	\$ <u>3,300,739</u>	<u>1,172,957</u>	<u>1,165,724</u>	<u>2,337,811</u>
Housing Set Aside Fund*	\$ <u>1,905,593</u>	<u>2,501,787</u>	<u>2,587,288</u>	<u>3,247,356</u>

Creation of the Revitalization Authority was authorized by Council Ordinance No. 38.69, adopted October 27, 1969. The initial project area is the Civic Center shopping area, as provided in Council Resolution 8507, adopted December 15, 1969. Financing of capital improvements may include tax increment financing as authorized by the California Redevelopment Law (Section 33670 of State Health and Safety Code).

	Total Assessed Value	Frozen Base	Tax Increment Value
Actual 1997-98**	\$111,986,194	\$21,235,200	\$90,750,994
Actual 1998-99	\$125,444,984	\$21,235,200	\$104,209,784
Actual 1999-2000	\$139,030,493	\$21,235,200	\$117,795,293
Actual 2000-01	\$156,026,173	\$21,235,200	\$134,790,973
Actual 2001-02	\$197,824,921	\$21,235,200	\$176,589,721
Unaudited 2002-03	\$220,568,262	\$21,235,200	\$199,333,062
Adopted 2003-04	\$271,401,546	\$21,235,200	\$250,166,346

The Revitalization Authority receives tax increment derived from the difference in the frozen base year value and the current fiscal year assessed value.

* \$809,000 of future funds are designated to the Efficiency Studios project.

** The County made a correction to the frozen base for Fiscal Year 1997-98.

PARKING DISTRICT #2 FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>	Unaudited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>
Revenues and Sources of Funds:				
Property Taxes	\$ 51,465	48,070	51,280	54,240
Permit Revenues	69,371	71,280	67,109	66,270
Investment Earnings	214,174	192,330	196,512	169,770
Rents and Leases	92,967	0	5,150	0
Homeowner's Tax Exemption	2,204	1,770	2,550	2,500
Maintenance Assessment	158,578	160,000	158,597	158,606
Other Revenues	1,469	500	1,348	0
Parking In Lieu Fees	195,000	0	0	0
Capital Projects Refunds	177,694	0	5,668	0
Total	<u>962,922</u>	<u>473,950</u>	<u>488,214</u>	<u>451,386</u>
Expenditures and Uses of Funds:				
Operations	96,136	137,150	86,862	141,338
Capital Projects	332,000	1,820,000	1,820,000	0
General Fund Administration	3,000	3,000	3,000	127,754
Self Insurance	604	722	708	889
Transfer to General Fund	108,400	108,400	108,400	108,400
Transfer to Revitalization	63,430	0	0	0
Transfer to Shoreline Park Community	79,516	0	0	0
Transfer to Equip Replace Res	743	612	612	573
Total	<u>683,829</u>	<u>2,069,884</u>	<u>2,019,582</u>	<u>378,954</u>
Revenues and Sources Over (Under) Expenditures and Uses	279,093	(1,595,934)	(1,531,368)	72,432
Beginning Balance, July 1	2,311,822	2,590,915	2,590,915	1,059,547
Reserve for Future Parking	<u>(1,116,336)</u>	<u>0</u>	<u>(148,350)</u>	<u>(255,759)</u>
Ending Balance, June 30	<u>\$ 1,474,579</u>	<u>994,981</u>	<u>911,197</u>	<u>876,220</u>

The Parking District is a maintenance assessment district in the downtown Castro Street area created to provide for and maintain parking lots. In addition to property tax revenues, an annual assessment is levied on properties in the district. The Mountain View City Code requires that as a condition of approval for any development within the Downtown Parking District, the developer or owner shall provide the required off-street parking, pay the parking in lieu fee established by Council or a combination of the two. These funds are collected and reserved to fund the construction of new parking spaces.

SUPPLEMENTAL LAW ENFORCEMENT SERVICES FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>	Unaudited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>
Revenues and Sources of Funds:				
COPs Grant	\$ <u>144,398</u>	<u>146,509</u>	<u>142,220</u>	<u>146,892</u>
Total	<u>144,398</u>	<u>146,509</u>	<u>142,220</u>	<u>146,892</u>
 Expenditures and Uses of Funds:				
Expenditures	<u>217,114</u>	<u>189,811</u>	<u>187,760</u>	<u>137,789</u>
Total	<u>217,114</u>	<u>189,811</u>	<u>187,760</u>	<u>137,789</u>
 Revenues and Sources Over (Under) Expenditures and Uses	(72,716)	(43,302)	(45,540)	9,103
 Beginning Balance, July 1	<u>116,018</u>	<u>43,302</u>	<u>43,302</u>	<u>(2,238)</u>
 Ending Balance, June 30	\$ <u><u>43,302</u></u>	<u><u>0</u></u>	<u><u>(2,238)</u></u>	<u><u>6,865</u></u>

The Supplemental Law Enforcement Services Fund receives revenues from a state grant to counties and cities to fund additional front-line law enforcement services. Each city is required to report periodically to an oversight committee in their county.

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>	Unaudited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 139,693	7,000	29,581	0
Federal Grant	2,377,773	865,000	778,999	857,000
Home Program	868,080	474,000	287,472	479,980
Loan Repayments	65,407	100,000	38,544	50,000
Other Revenues	8,666	0	9,972	0
Total	<u>3,459,619</u>	<u>1,446,000</u>	<u>1,144,568</u>	<u>1,386,980</u>
Expenditures and Uses of Funds:				
Expenditures	3,439,619	1,339,000	625,217	1,336,980
Loans	20,000	0	519,351	0
Total	<u>3,459,619</u>	<u>1,339,000</u>	<u>1,144,568</u>	<u>1,336,980</u>
Revenues and Sources Over (Under) Expenditures and Uses	0	107,000	0	50,000
Reprogrammed Revenue	0	0	0	133,729
Beginning Balance, July 1	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Ending Balance, June 30	<u>\$ 0</u>	<u>107,000</u>	<u>0</u>	<u>183,729</u>

The Community Development Block Grant Fund derives its revenues from grants received from the Department of Housing and Urban Development. The intent of the program is to enhance the physical development of the community. Public services are also eligible to a limited extent.

LOCAL LAW ENFORCEMENT BLOCK GRANT FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>	Unaudited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 9,154	0	7,139	6,045
Federal Grant	102,574	0	85,713	0
Transfer from General Fund Reserve	<u>6,609</u>	<u>11,397</u>	<u>11,397</u>	<u>9,524</u>
Total	<u>118,337</u>	<u>11,397</u>	<u>104,249</u>	<u>15,569</u>
Expenditures and Uses of Funds:				
Expenditures	<u>125,920</u>	<u>0</u>	<u>96,095</u>	<u>85,713</u>
Total	<u>125,920</u>	<u>0</u>	<u>96,095</u>	<u>85,713</u>
Revenues and Sources Over (Under) Expenditures and Uses	(7,583)	11,397	8,154	(70,144)
Beginning Balance, July 1	<u>146,060</u>	<u>138,477</u>	<u>138,477</u>	<u>146,631</u>
Ending Balance, June 30	\$ <u><u>138,477</u></u>	<u><u>149,874</u></u>	<u><u>146,631</u></u>	<u><u>76,487</u></u>

A Federal grant from the Local Law Enforcement Block Grant Program/Crime Control Act of 1996 allocates funding to local law enforcement agencies for community policing. The grant program requires matching funds of a minimum of 10% of the total program costs.

CABLE TELEVISION FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>	Unaudited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>
<u>City Operations:</u>				
Revenues and Sources of Funds:				
Franchise Fees (3.0%)	\$ 383,865	384,000	319,146	300,000
Other Revenue	0	0	25,000	0
TCI Lease Payment (PEG Support)	73,000	73,000	73,000	73,000
Total	<u>456,865</u>	<u>457,000</u>	<u>417,146</u>	<u>373,000</u>
Expenditures and Uses of Funds:				
Expenditures	313,463	237,000	210,499	70,000
Transfer to General Fund	191,932	265,000	232,573	303,000
Total	<u>505,395</u>	<u>502,000</u>	<u>443,072</u>	<u>373,000</u>
Revenues and Sources Over (Under) Expenditures and Uses	(48,530)	(45,000)	(25,926)	0
City Operations-Beginning Balance, July 1	<u>626,278</u>	<u>577,748</u>	<u>577,748</u>	<u>551,822</u>
City Operations-Ending Balance, June 30	<u>577,748</u>	<u>532,748</u>	<u>551,822</u>	<u>551,822</u>
<u>Public Access:</u>				
Revenues and Sources of Funds:				
Franchise Fee (2.0%)	255,908	256,000	212,764	200,000
Interest Earnings	41,484	37,500	35,669	0
Total	<u>297,392</u>	<u>293,500</u>	<u>248,433</u>	<u>200,000</u>
Expenditures and Uses of Funds:				
Expenditures	299,066	293,500	248,433	750,000
Transfer to General Fund	0	0	0	200,000
Total	<u>299,066</u>	<u>293,500</u>	<u>248,433</u>	<u>950,000</u>
Revenues and Sources Over (Under) Expenditures and Uses	(1,674)	0	0	(750,000)
Public Access-Beginning Balance, July 1	<u>751,674</u>	<u>750,000</u>	<u>750,000</u>	<u>750,000</u>
Public Access-Ending Balance, June 30*	<u>750,000</u>	<u>750,000</u>	<u>750,000</u>	<u>0</u>
City Operations/Public Access Balance	<u>\$ 1,327,748</u>	<u>1,282,748</u>	<u>1,301,822</u>	<u>551,822</u>

Ordinance No. 4.96, adopted on July 30, 1996 amended Chapter 37 of the Mountain View City Code relating to Cable Television franchise regulations in its entirety. It is anticipated that all expenditures incurred by the City will be recovered by franchise fee revenue.

Fees were previously separated and used for two purposes: 3.0% for City operations and the remaining 2.0% for public access programming. With the FY2003-04 adopted budget Council modified this to a maximum \$70,000 government access commitment to be paid to Mountain View Community Television (KMVT). The remainder will be transferred to the General Operating Fund.

*The balance of \$750,000 was previously maintained for public access with interest earnings paid monthly to KMVT. With the FY 2003-04 adopted budget Council approved payment of these funds to KMVT.

SHORELINE REGIONAL PARK COMMUNITY FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual 2001-02	Adopted Budget 2002-03	Unaudited Actual 2002-03	Adopted Budget 2003-04
Revenues and Sources of Funds:				
Property Taxes	\$ 23,175,509	19,670,778	22,027,971	20,281,722
Investment Earnings	1,941,321	1,640,220	1,945,629	1,743,794
Rents and Leases	116,171	115,000	118,338	115,000
Other Revenues	56,009	15,000	118,120	15,000
Transfer from General Fund	45,776	0	0	0
Transfer from Parking District	79,516	0	0	0
Capital Projects Refunds	4,102,836	0	504,116	0
Total	<u>29,517,138</u>	<u>21,440,998</u>	<u>24,714,174</u>	<u>22,155,516</u>
Expenditures and Uses of Funds:				
Operations	1,989,433	2,489,249	2,152,826	2,657,657
Capital Projects	3,249,000	4,374,000	4,480,000	13,187,000
General Fund Administration	2,750,950	2,997,270	2,997,270	4,065,826
Principal - 1992 TA Refunding Bonds	1,060,000	0	0	0
Interest - 1992 TA Refunding Bonds	557,111	0	0	0
Principal - 1993 Tax Alloc Bonds	725,000	760,000	760,000	795,000
Interest - 1993 Tax Alloc Bonds	1,166,210	1,141,504	1,130,412	1,102,231
Principal - 1996 Tax Alloc Bonds	540,000	565,000	565,000	590,000
Interest - 1996 Tax Alloc Bonds	1,060,014	1,042,849	1,034,743	1,015,270
Principal - 2001 Tax Alloc Bonds	0	870,000	870,000	915,000
Interest - 2001 Tax Alloc Bonds	411,797	757,115	736,358	725,878
General Fund Loan Repayment	1,894,251	1,894,252	1,894,251	1,894,252
Bond Call	4,141,850	0	0	0
Self Insurance	20,969	29,960	29,418	35,893
Transfer to General Fund	8,092	0	0	0
Loan to Revitalization Authority	0	0	1,910,000	0
Transfer to Water Fund	0	0	0	16,165
Transfer to Equip Replace Res	23,331	59,924	59,924	51,761
Total	<u>19,598,008</u>	<u>16,981,123</u>	<u>18,620,202</u>	<u>27,051,933</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	9,919,130	4,459,875	6,093,972	(4,896,417)
Beginning Balance, July 1	23,991,041	33,910,171	33,910,171	40,004,143
Ending Balance, June 30	<u>\$ 33,910,171</u>	<u>38,370,046</u>	<u>40,004,143</u>	<u>35,107,726</u>

Resolution 8184, February 10, 1969, endorsed a State Law to create the North Bayshore District. Subsequently, State Assembly Bill 1027 (1969), Chapter 1109 created the Community. Assessed values are as follows:

		<u>Total Assessed Value</u>	<u>Frozen Base</u>	<u>Tax Increment Value</u>
Actual	1997-98*	\$1,324,607,149	\$37,141,721	\$1,287,465,428
Actual	1998-99	\$1,435,642,561	\$37,141,721	\$1,398,500,840
Actual	1999-2000	\$1,554,285,946	\$37,141,721	\$1,517,144,225
Actual	2000-01*	\$1,921,454,024	\$33,888,148	\$1,887,565,876
Actual	2001-02	\$2,227,536,582	\$33,888,148	\$2,193,648,434
Unaudited	2002-03	\$2,079,768,722	\$33,888,148	\$2,045,880,574
Adopted	2003-04	\$2,003,163,729	\$33,888,148	\$1,969,275,581

The Community receives tax increment derived from the difference in the frozen base year value and the current year assessed value.

*In Fiscal Years 1997-98 and 2000-01 the County made corrections to the frozen base.

STORM DRAIN CONSTRUCTION FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>	Unaudited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 40,669	37,104	35,902	30,938
Existing Facilities & Front Footage	15,174	10,000	31,731	10,000
Capital Projects Refunds	<u>36,691</u>	<u>0</u>	<u>15,393</u>	<u>0</u>
Total	<u>92,534</u>	<u>47,104</u>	<u>83,026</u>	<u>40,938</u>
Expenditures and Uses of Funds:				
Capital Projects	26,000	26,000	61,000	26,000
General Fund Administration	<u>0</u>	<u>0</u>	<u>0</u>	<u>218</u>
Total	<u>26,000</u>	<u>26,000</u>	<u>61,000</u>	<u>26,218</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	66,534	21,104	22,026	14,720
Beginning Balance, July 1	<u>617,379</u>	<u>683,913</u>	<u>683,913</u>	<u>705,939</u>
Ending Balance, June 30	<u>\$ 683,913</u>	<u>705,017</u>	<u>705,939</u>	<u>720,659</u>

The Storm Drain Construction Fund revenues are derived from off-site drainage fees authorized by Mountain View Code Section 28.51. These revenues are to be used for storm drainage projects in the Capital Improvements Program.

PARK LAND DEDICATION FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>	Unaudited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 425,909	376,419	380,351	336,259
Construction Fees	1,020,256	0	219,468	0
Capital Project Refunds	<u>5,911</u>	<u>0</u>	<u>108,038</u>	<u>0</u>
Total	<u>1,452,076</u>	<u>376,419</u>	<u>707,857</u>	<u>336,259</u>
Expenditures and Uses of Funds:				
Capital Projects	667,756	103,741	1,103,072	832,162
Transfer to General Fund	<u>0</u>	<u>0</u>	<u>10,000</u>	<u>0</u>
Total	<u>667,756</u>	<u>103,741</u>	<u>1,113,072</u>	<u>832,162</u>
Revenues and Sources Over (Under) Expenditures and Uses	784,320	272,678	(405,215)	(495,903)
Beginning Balance, July 1	2,322,737	3,107,057	3,107,057	2,701,842
Designated for future CIP's	<u>(1,581,448)</u>	<u>(1,617,038)</u>	<u>(1,918,795)</u>	<u>(1,918,795)</u>
Ending Balance, June 30	\$ <u><u>1,525,609</u></u>	<u><u>1,762,697</u></u>	<u><u>783,047</u></u>	<u><u>287,144</u></u>

The Park Land Dedication Fund (previously named the Recreation Construction Fund) revenues are derived from fees authorized by Chapter 41 of the Mountain View City Code. These revenues are to be used for park and recreation projects. Effective FY 1997-98 each fee is approved and designated by Council after it is received. As this type of fee is dependent upon subdivision and single lot development, future fee revenue is no longer forecasted and budgeted in advance.

WATER FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>	Unaudited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 1,317,811	1,248,142	1,123,646	976,935
Water Sales	13,252,372	13,487,900	13,281,094	14,687,849
Connection Fees	12,475	10,000	5,174	5,000
Water Main Extensions	16,560	15,000	0	5,000
Other Revenues	402,170	230,000	695,689	230,000
Transfer from Shoreline Golf Links	0	0	0	7,703
Transfer from Shoreline Park Community	0	0	0	16,165
Transfer from Wastewater	197,110	203,800	203,800	170,330
Transfer from Solid Waste Management	123,260	126,200	126,200	126,390
Transfer from Equipment Maintenance	72,569	74,020	74,020	94,628
Capital Projects Refunds	379,324	0	30,992	0
Total	<u>15,773,651</u>	<u>15,395,062</u>	<u>15,540,615</u>	<u>16,320,000</u>
Expenditures and Uses of Funds:				
Operations	4,710,834	4,870,735	4,467,464	4,929,565
Water Purchased	5,473,328	5,650,910	5,463,389	6,973,436
Capital Projects	4,112,000	3,424,000	3,424,000	2,141,000
General Fund Administration	944,270	1,182,150	1,182,150	1,469,198
Depreciation	618,011	618,239	752,188	618,239
Self Insurance	70,332	91,479	89,624	103,894
Transfer to General Fund	141,740	0	75,000	0
Transfer to Equip Replace Res	135,538	133,421	133,421	115,936
Total	<u>16,206,053</u>	<u>15,970,934</u>	<u>15,587,236</u>	<u>16,351,268</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	(432,402)	(575,872)	(46,621)	(31,268)
Net Change In Non Current Assets	1,051,371	618,239	578,097	618,239
Beginning Balance, July 1	7,360,866	8,022,805	7,979,835	8,511,311
Reserve	<u>(5,356,930)</u>	<u>(5,356,930)</u>	<u>(5,356,930)</u>	<u>(5,811,567)</u>
Ending Balance, June 30	<u>\$ 2,622,905</u>	<u>2,708,242</u>	<u>3,154,381</u>	<u>3,286,715</u>

The Water Fund accounts for the operation and maintenance of all facilities required to supply, distribute and meter the water used by consumers in the City's service area.

WASTEWATER FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>	Unaudited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>
Revenues and Sources of Funds:				
Hazardous Materials Permits	\$ 248,792	250,000	239,296	250,000
Investment Earnings	944,363	909,518	763,009	682,110
Wastewater Charges	8,019,360	8,696,331	8,557,239	9,186,070
Connection Fees	26,562	27,000	20,851	27,000
Blended Water Charges	371,746	350,000	373,141	350,000
Wastewater Main Extensions	35,572	30,000	57,335	30,000
Other Revenues	123,083	12,100	507,286	12,100
Capital Projects Refunds	164,989	0	15,361	0
Total	<u>9,934,467</u>	<u>10,274,949</u>	<u>10,533,518</u>	<u>10,537,280</u>
Expenditures and Uses of Funds:				
Operations	2,823,072	3,454,446	2,786,659	3,478,565
Water Quality Control Plant	5,595,105	6,032,990	5,180,582	5,976,500
Capital Projects	2,169,000	1,530,000	1,955,000	1,778,000
General Fund Administration	929,230	1,085,620	1,085,620	1,113,445
Depreciation	478,241	475,206	495,514	478,241
Self Insurance	36,720	51,340	50,379	59,086
Transfer to General Fund	48,540	0	0	0
Transfer to Water Fund	197,110	203,800	203,800	170,330
Transfer to Equip Replace Res	95,602	94,067	94,067	81,748
Total	<u>12,372,620</u>	<u>12,927,469</u>	<u>11,851,621</u>	<u>13,135,915</u>
Revenues and Sources Over (Under) Expenditures and Uses	(2,438,153)	(2,652,520)	(1,318,103)	(2,598,635)
Net Change In Non Current Assets	634,629	475,206	842,134	478,241
Beginning Balance, July 1	15,309,590	13,671,529	13,506,066	13,030,097
Reserve	<u>(9,450,120)</u>	<u>(9,120,120)</u>	<u>(8,695,120)</u>	<u>(8,417,120)</u>
Ending Balance, June 30	\$ <u>4,055,946</u>	<u>2,374,095</u>	<u>4,334,977</u>	<u>2,492,583</u>

This fund accounts for the operation and maintenance of all facilities (including Mountain View's share of operation costs of the Palo Alto Regional Water Quality Control Plant) required to transport and process wastewater. Chapter 35 of the Mountain View City Code authorizes the collection of a wastewater service charge, a connection charge and an existing facility and front footage charge.

SOLID WASTE MANAGEMENT FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>	Unaudited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 419,794	381,921	396,092	332,601
Intergovernmental	117,003	128,000	99,992	94,000
Waste Disposal Charges	8,270,981	7,996,036	7,435,247	7,563,559
Sale of Recycled Material	37,454	0	74,305	50,000
Other Revenues	79,369	0	132,821	0
Capital Projects Refunds	297	8,000	0	0
City Revenues	8,924,898	8,513,957	8,138,457	8,040,160
Foothill Revenues	8,502,666	9,080,847	8,304,749	8,612,024
Total	<u>17,427,564</u>	<u>17,594,804</u>	<u>16,443,206</u>	<u>16,652,184</u>
Expenditures and Uses of Funds:				
Operations	2,021,201	2,595,527	2,519,383	4,075,159
Collection and Disposal	4,352,570	5,283,193	4,724,115	4,508,299
Capital Projects	128,000	0	150,000	0
General Fund Administration	546,970	633,580	633,580	844,077
Depreciation	16,105	44,224	9,333	44,224
Self Insurance	32,448	43,204	42,353	50,189
Transfer to General Fund	17,240	0	0	0
Transfer to Water Fund	123,260	126,200	126,200	126,390
Transfer to Equip Replace Res	106,592	105,878	105,878	91,298
City Expenditures	7,344,386	8,831,806	8,310,842	9,739,636
Payments to Foothill	8,502,666	9,080,847	8,304,749	8,612,024
Total	<u>15,847,052</u>	<u>17,912,653</u>	<u>16,615,591</u>	<u>18,351,660</u>
Revenues and Sources Over (Under) Expenditures and Uses	1,580,512	(317,849)	(172,385)	(1,699,476)
Net Change In Non Current Assets	16,105	44,224	11,373	44,224
Beginning Balance, July 1	8,066,935	8,564,920	9,663,552	9,502,540
Reserves	<u>(2,359,379)</u>	<u>(2,359,379)</u>	<u>(2,359,379)</u>	<u>(2,359,379)</u>
Ending Balance, June 30	\$ <u>7,304,173</u>	<u>5,931,916</u>	<u>7,143,161</u>	<u>5,487,909</u>

The Solid Waste Management Fund is responsible for the collection, transportation, recycling and disposal services of the City. It also funds two of the City's landfill post closure maintenance activities. Revenue and payments for Foothill Disposal Company (Foothill) are included for informational purposes only, a budget is not adopted for Foothill.

EQUIPMENT MAINTENANCE AND REPLACEMENT INTERNAL SERVICE FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>	Unaudited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 553,322	479,307	516,176	439,415
Interfund Service Charges	1,439,041	1,662,100	1,541,617	1,698,800
Other Revenues	92,197	0	86,449	0
Transfer from General Fund	1,633,250	1,039,972	1,039,972	552,821
Transfer from Other Funds	<u>526,497</u>	<u>576,419</u>	<u>576,419</u>	<u>357,168</u>
Total	<u>4,244,307</u>	<u>3,757,798</u>	<u>3,760,633</u>	<u>3,048,204</u>
Expenditures and Uses of Funds:				
Operations	1,327,573	1,581,533	1,493,335	1,641,627
Equipment Purchases	1,240,840	2,171,598	1,218,026	1,407,221
Transfer to Water Fund	72,569	74,020	74,020	94,628
Transfer to Equip Replace Res	<u>18,046</u>	<u>17,333</u>	<u>17,333</u>	<u>15,279</u>
Total	<u>2,659,028</u>	<u>3,844,484</u>	<u>2,802,714</u>	<u>3,158,755</u>
Revenues and Sources Over (Under) Expenditures and Uses	1,585,279	(86,686)	957,919	(110,551)
Net Change In Non Current Assets	(46,501)	0	14,490	11,000
Beginning Balance, July 1	9,389,974	10,928,752	10,928,752	11,901,161
Equipment Replacement Reserve	<u>(10,972,873)</u>	<u>(10,906,460)</u>	<u>(11,929,837)</u>	<u>(11,877,739)</u>
Ending Balance, June 30	\$ <u><u>(44,121)</u></u>	<u><u>(64,394)</u></u>	<u><u>(28,676)</u></u>	<u><u>(76,129)</u></u>

The purpose of this fund is to account for centralized fleet maintenance costs and to bill all funds utilizing maintenance services a proportionate charge. In addition, this fund accounts for certain equipment replacement requirements of the City.

WORKERS' COMPENSATION SELF-INSURANCE FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>	Unaudited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 233,946	216,830	197,403	173,596
Interfund Service Charges	1,330,066	1,224,957	1,208,077	1,223,544
Transfer from Liability Insurance	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,000,000</u>
Total	<u>1,564,012</u>	<u>1,441,787</u>	<u>1,405,480</u>	<u>2,397,140</u>
Expenditures and Uses of Funds:				
Expenditures	<u>1,444,996</u>	<u>1,774,080</u>	<u>1,429,290</u>	<u>1,658,000</u>
Total	<u>1,444,996</u>	<u>1,774,080</u>	<u>1,429,290</u>	<u>1,658,000</u>
Revenues and Sources Over (Under) Expenditures and Uses	119,016	(332,293)	(23,810)	739,140
Beginning Balance, July 1	4,459,289	4,578,305	4,578,305	4,554,495
Reserve - Future Claims Payable	<u>(3,743,237)</u>	<u>(2,807,528)</u>	<u>(3,509,104)</u>	<u>(3,509,104)</u>
Ending Balance, June 30	\$ <u><u>835,068</u></u>	<u><u>1,438,484</u></u>	<u><u>1,045,391</u></u>	<u><u>1,784,531</u></u>

The City implemented a self-insurance program for Workers Compensation benefits on September 7, 1975 as authorized by Council Resolution No. 10581. This program provides for State mandated insurance benefits (salary and medical costs) for employees who are injured on the job.

Financially, this fund is composed of resources for current operating expenditures, future costs of previously incurred injury claims and reserves for catastrophic losses. This fund also provides for the administration of safety and loss prevention programs throughout the City to reduce the probability of incurring future catastrophic claims against the City.

UNEMPLOYMENT SELF-INSURANCE FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>	Unaudited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 28,128	25,302	25,077	21,690
Interfund Service Charges	<u>46,737</u>	<u>48,110</u>	<u>47,100</u>	<u>47,580</u>
Total	<u>74,865</u>	<u>73,412</u>	<u>72,177</u>	<u>69,270</u>
Expenditures and Uses of Funds:				
Expenditures	<u>21,385</u>	<u>67,250</u>	<u>67,250</u>	<u>67,250</u>
Total	<u>21,385</u>	<u>67,250</u>	<u>67,250</u>	<u>67,250</u>
Revenues and Sources Over (Under) Expenditures and Uses	53,480	6,162	4,927	2,020
Beginning Balance, July 1	<u>491,728</u>	<u>545,208</u>	<u>545,208</u>	<u>550,135</u>
Ending Balance, June 30	\$ <u><u>545,208</u></u>	<u><u>551,370</u></u>	<u><u>550,135</u></u>	<u><u>552,155</u></u>

The City implemented a self-insurance program for unemployment benefits on March 13, 1978 as authorized by Council Resolution No. 11975. This program provides for State and Federal mandated unemployment insurance benefits for employees.

LIABILITY INSURANCE FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>	Unaudited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 215,416	196,742	184,630	158,740
Other Revenues	40,045	0	1,019,872	0
Interfund Service Charges	<u>583,340</u>	<u>797,918</u>	<u>797,918</u>	<u>872,370</u>
Total	<u>838,801</u>	<u>994,660</u>	<u>2,002,420</u>	<u>1,031,110</u>
Expenditures and Uses of Funds:				
Expenditures	738,178	1,018,340	799,167	1,415,550
Transfer to Workers Compensation	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,000,000</u>
Total	<u>738,178</u>	<u>1,018,340</u>	<u>799,167</u>	<u>2,415,550</u>
Revenues and Sources Over (Under) Expenditures and Uses	100,623	(23,680)	1,203,253	(1,384,440)
Beginning Balance, July 1	4,242,703	4,343,326	4,343,326	5,546,579
Reserve - Future Claims	<u>(225,720)</u>	<u>(743,324)</u>	<u>(323,825)</u>	<u>(323,825)</u>
Ending Balance, June 30	<u>\$ 4,117,606</u>	<u>3,576,322</u>	<u>5,222,754</u>	<u>3,838,314</u>

On August 11, 1980, Council approved a self-insurance program for liability insurance effective September 1, 1980. Existing provisions include:

1. \$500,000 self-insurance retention (SIR).
2. \$19.5 million coverage above the SIR through ACCEL joint powers authority, for a total of \$20.0 million.
3. Claims approval authority to \$30,000.
4. Collision coverage only for certain high-value vehicles.

Liability claims adjusting and monthly claims analysis reports are provided by a third party professional claims adjusting firm. The City acts as its own agent and controls risk to limit liability loss exposure. Other insurance such as fire, fidelity bonds and other coverages are not self-insured and are paid directly from the General Operating Fund. There is a \$500,000 self-insurance retention for each liability incident. The minimum reserve and balance for future claims of \$2.0 million is maintained in accordance with Council policy.

RETIREEES' HEALTH PROGRAM INSURANCE FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>	Unaudited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 607,752	556,876	525,890	463,518
Other Revenue	17,644	0	18,305	0
Interfund Service Charges	<u>524,283</u>	<u>125,160</u>	<u>125,160</u>	<u>173,690</u>
Total	<u>1,149,679</u>	<u>682,036</u>	<u>669,355</u>	<u>637,208</u>
Expenditures and Uses of Funds:				
Expenditures	<u>570,789</u>	<u>715,193</u>	<u>732,899</u>	<u>942,018</u>
Total	<u>570,789</u>	<u>715,193</u>	<u>732,899</u>	<u>942,018</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	578,890	(33,157)	(63,544)	(304,810)
Beginning Balance, July 1	10,926,035	11,504,925	11,504,925	11,441,381
Reserve	<u>(10,593,728)</u>	<u>(10,508,050)</u>	<u>(10,481,156)</u>	<u>(10,141,160)</u>
Ending Balance, June 30	<u>\$ 911,197</u>	<u>963,718</u>	<u>960,225</u>	<u>995,411</u>

This fund was established in Fiscal Year 1985-86 as a self-insurance fund to pay the health insurance premiums of retired City employees. An actuarial analysis to determine the fund's future liability has been conducted and the reserve has been supplemented as funds became available.

EMPLOYEE BENEFITS SELF-INSURANCE FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>	Unaudited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 15,859	14,355	13,722	11,488
Insurance and SIR	<u>65,544</u>	<u>63,090</u>	<u>65,355</u>	<u>66,270</u>
Total	<u>81,403</u>	<u>77,445</u>	<u>79,077</u>	<u>77,758</u>
Expenditures and Uses of Funds:				
Expenditures	<u>56,131</u>	<u>112,090</u>	<u>64,823</u>	<u>114,770</u>
Total	<u>56,131</u>	<u>112,090</u>	<u>64,823</u>	<u>114,770</u>
Revenues and Sources Over (Under) Expenditures and Uses	25,272	(34,645)	14,254	(37,012)
Beginning Balance, July 1	<u>277,463</u>	<u>302,735</u>	<u>302,735</u>	<u>316,989</u>
Ending Balance, June 30	\$ <u><u>302,735</u></u>	<u><u>268,090</u></u>	<u><u>316,989</u></u>	<u><u>279,977</u></u>

The Employee Benefits Self Insurance Fund accounts for the City's self insured vision and other miscellaneous benefits.

RESERVES

Statement of Revenues, Expenditures and Balances

	General Fund Reserve	Contingency Reserve	Emergency Reserve	Revenue Stabilization Reserve	Budget Transition Reserve	Property Management Reserve	Capital Improvement Reserve	Strategic Property Acquisition Reserve	Compensated Absences *
Revenues and Sources of Funds:									
Revenues	\$ 0	0	0	0	0	0	0	0	0
G. F. Carryover	2,564,549	0	0	0	0	0	0	0	0
Transfer	756,903	0	0	0	0	0	0	16,520	1,000,000
Capital Project Refunds	0	0	0	0	0	0	52,000	0	0
Total	3,321,452	0	0	0	0	0	52,000	16,520	1,000,000
Expenditures and Uses of Funds:									
Expenditures	407,557	0	0	0	240,000	0	0	0	0
Debt Service	756,903	0	0	0	0	0	0	0	0
Transfers	1,009,524	0	0	0	0	0	0	0	0
Total	2,173,984	0	0	0	240,000	0	0	0	0
Revenues and Sources Over (under) Expenditures and Uses	1,147,468	0	0	0	(240,000)	0	52,000	16,520	1,000,000
Beginning Balance, July 1	21,343,514	3,615,776	7,250,000	5,695,569	9,542,777	1,600,000	5,669,282	4,574,675	5,454,787
Reserves	(3,256,506)	0	0	0	0	0	0	0	0
Ending Balance, June 30	\$ 19,234,476	3,615,776	7,250,000	5,695,569	9,302,777	1,600,000	5,721,282	4,591,195	6,454,787

* Appropriations for Compensated Absence Reserve are on an as needed basis up to the amount of the balance.

ADOPTED 2003-04 BUDGET - SCHEDULE OF INTERFUND TRANSFERS

EXPENDITURES	REVENUES						TOTAL
	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Reserve Funds
General Fund/Shoreline Golf Links	250,000		1,027,244		7,703	552,821	
Special Revenue Funds	3,698,444	583,234	5,143,379	17,202,782	16,165	52,907	773,423
Capital Projects Funds				858,162			
Enterprise Funds				3,919,000	296,720	288,982	
Internal Service Funds					94,628	1,015,279	
Reserve Funds		9,524					1,000,000
TOTAL	\$3,948,444	592,758	6,170,623	21,979,944	415,216	1,909,989	1,773,423
							\$36,790,397

NOTES

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VII. FIVE-YEAR FORECAST

Preparation of the five-year revenue forecast is complicated by unprecedented financial challenges resulting from the downward spiral of the economy and the magnitude of the State's budget problems. In more stable times, the forecast can assist decision-making by providing a longer-term perspective on budget decisions. However, in the current economic climate, a five-year projection is much less reliable as there are no definitive signs the economy is improving enough to impact local revenue sources. The continuing uncertainty of the level of impact the State's problems will have on City finances renders the result of an economic forecast potentially useless.

Historical Information, Major Assumptions and Forecast Methodology

The forecast is for Fiscal Years 2003-04 through 2007-08. The City is currently facing significant, and quite possibly unprecedented, financial challenges. The General Operating Fund, the primary provider of City services, is experiencing severely constrained finances and is not able to maintain the current level of City services. With the significant decline in General Operating Fund revenues over the past two years, there is no longer sufficient revenue to cover even inflationary increases in General Operating Fund expenditures.

Even though economic growth was dramatic in the Bay Area in recent years, past experience has demonstrated the cyclical nature of the economy, especially in Silicon Valley. While the current financial challenges facing the City are substantial, it is fortunate the potential for a serious economic adjustment was identified in previous years. Techniques such as creation of the Economic Stabilization Contingency and a Budget Transition Reserve have allowed the City's adjustment to financial challenges to be less traumatic than would otherwise be the case and will continue to provide flexibility into the future.

As discussed during the budget process, Sales Tax, Hotel Tax, Utility Users Tax, Investment Earnings and Franchise Fees were below budget for Fiscal Year 2002-03. The General Operating Fund ended the fiscal year with a \$4.4 million operating balance, higher than estimated as a result of the cumulative effect of the ongoing hiring freeze and significant departmental cost-cutting efforts. While this \$4.4 million balance is better than anticipated at any point during the past fiscal year, it is \$954,000 less than the carryover from Fiscal Year 2001-02 and drastically reduced from the \$20.7 million balance at the end of Fiscal Year 2000-01. Although the stock market has made small gains, and there are possible indications of an economic recovery nationwide, the local economy, which is driven by the high-tech industry, remains in a slowdown and will probably continue to be, through the end of the 2003-04 fiscal year. The State-wide unemployment rate has risen to 6.8 percent but is 8.6 percent in Santa Clara County. Companies continue to reduce staffing in an effort to control costs; low mortgage

interest rates, which have been fueling consumer spending, have recently begun to rise; the commercial vacancy rate continues to be at or above 25 percent; and business-to-business sales are still very slow. A secondary effect of these conditions is significantly reduced business and leisure travel, which negatively impacts transient occupancy tax.

Projections of the major revenue sources are based upon and affected by the variables discussed below:

- Property tax revenue is impacted by real property prices, assessed valuation, ownership changes triggering reassessments, the level of development activity and the proportionate share of that activity to the rate of growth in the remainder of Santa Clara County. The County proactively reviewed commercial and residential properties again for Fiscal Year 2003-04 and has processed numerous reductions. Although some of the assessed value reductions implemented by the County Assessor for Fiscal Year 2002-03 are projected to be restored for Fiscal Year 2003-04, the remainder will continue to have a dampening effect on the rate of revenue growth into the future until the value is restored to the current market value.
- Sales tax revenue is subject to economic, technological and political challenges, and local business decisions. Currently, the most significant challenges are corporate relocations, the severe decline in the local economy and the decline in business-to-business sales. During the 2002-03 fiscal year, two major corporations relocated to other cities, severely decreasing sales tax revenue generated in the City.
- Other Taxes:
 - Transient Occupancy Tax is impacted by the number of hotel rooms, the room and occupancy rates and the tax level.
 - Utility Users Tax is dependent on the cost of energy, customer base and consumption levels.
- Investment earnings are based on the portfolio balance and yield.
- Licenses, Permits and Service Charges are primarily impacted by the level of development within the City.

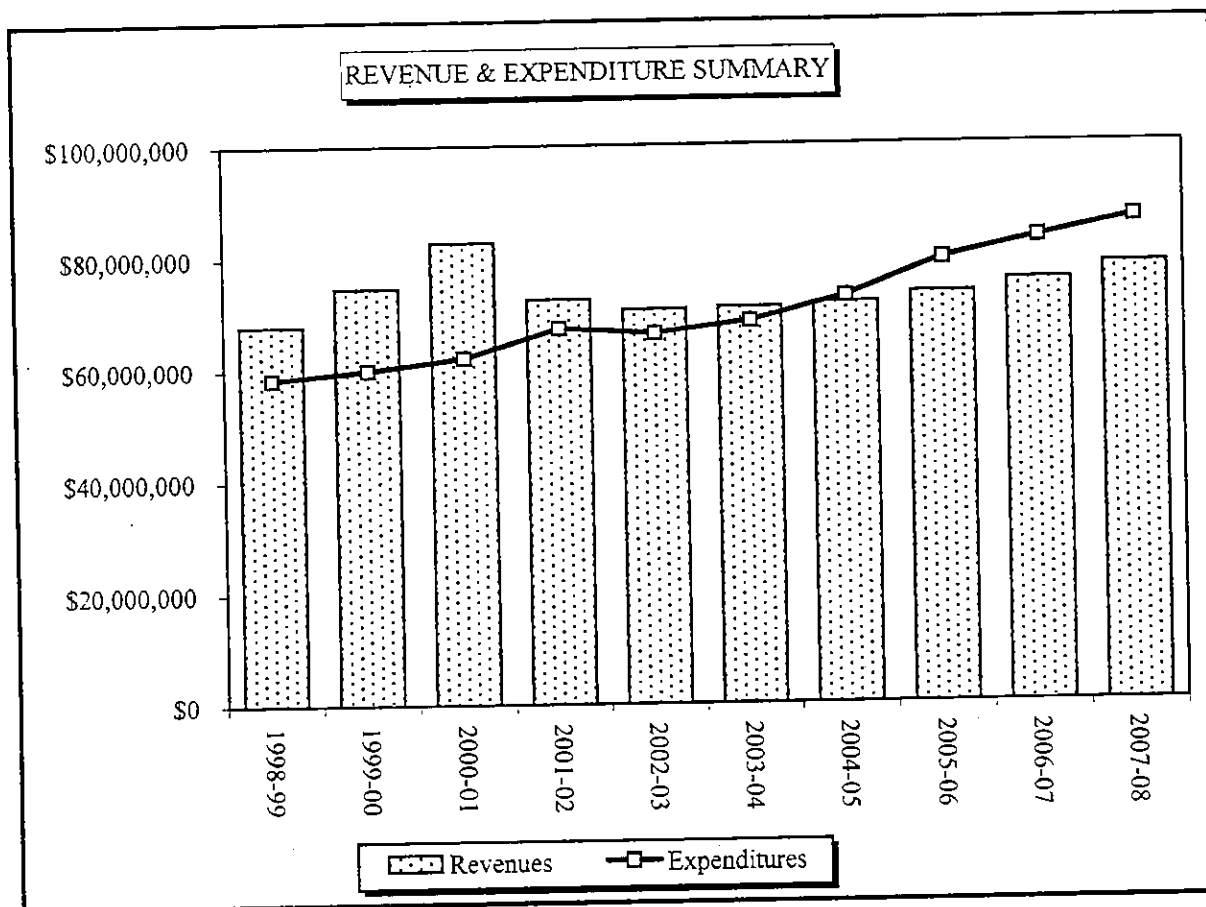
Expenditures are trended based on historical experience, assumptions about future growth rates using information gathered from various sources, extrapolations based on the 2002-03 fiscal year, previously negotiated labor agreements and future costs of the Fiscal Year 2003-04 Adopted Budget. The expenditure forecast does not assume any additional programs, positions or service level enhancements.

Conclusion

The General Operating Fund balance in Fiscal Year 2004-05 indicates a negative balance of approximately \$1.0 million, growing to \$8.3 million by Fiscal Year 2007-08, and does not include any reservation for the Economic Stabilization Contingency after Fiscal Year 2003-04. The funding gap is certain to be exacerbated by any State actions implemented to resolve its own significant fiscal crisis. This projection highlights the continuing necessity of managing the City's expenditures and developing all possible revenue sources.

The forecast is updated annually as part of the budget process. Revenue trends are closely monitored and compared to expenditures in the preparation of the budget and each fiscal year appropriate budget proposals are developed based on projected revenues.

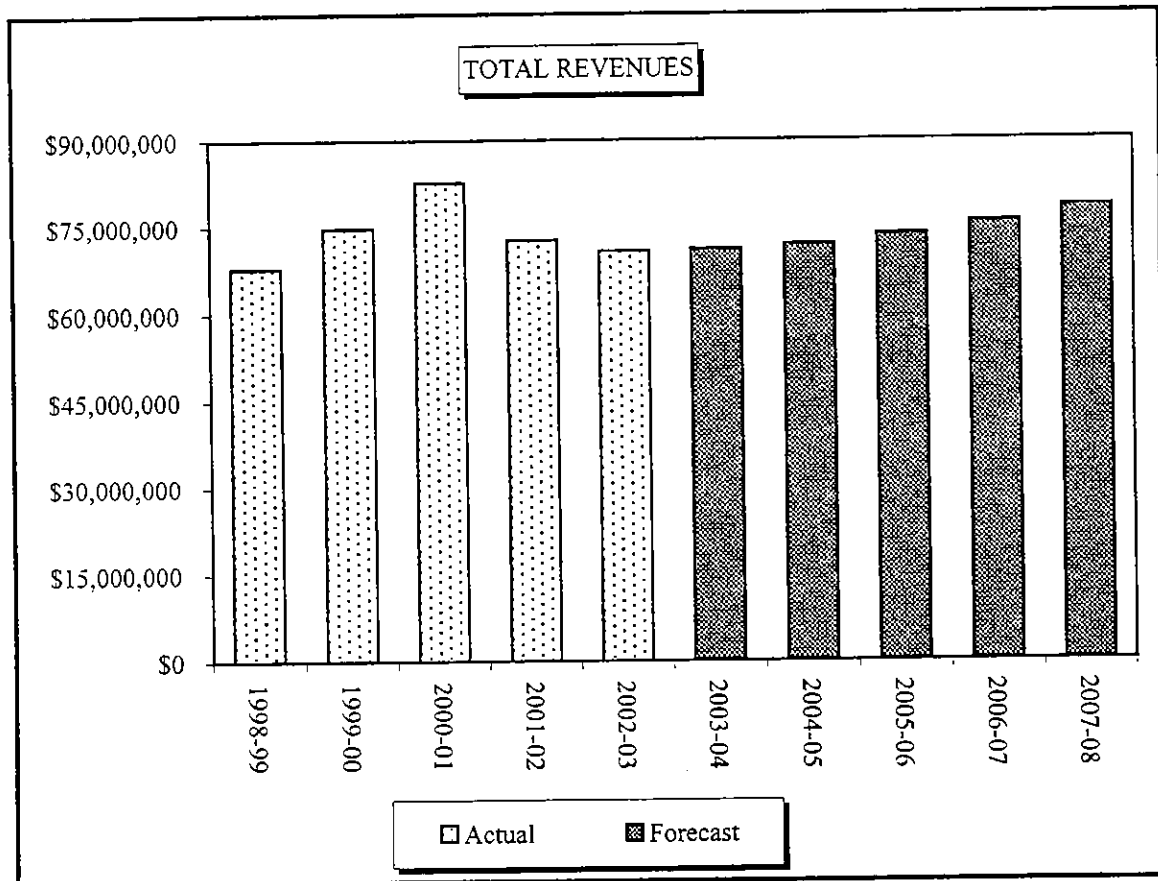
Included with this memo is a detailed presentation of the forecast, summarizing, in graphic form, the revenues described above and the assumptions used to prepare the forecast.



<u>Fiscal Year</u>	<u>Annual Revenues</u>	<u>Annual Expenditures</u>
1998-99	67,900,000	58,341,000
1999-00	74,712,000	59,846,000
2000-01	82,708,000	62,057,000
2001-02	72,631,000	67,281,000
2002-03 *	70,736,000	66,340,000
2003-04 **	71,030,000	68,465,000
2004-05	71,781,000	72,829,000
2005-06	73,492,000	79,426,000
2006-07	75,633,000	83,089,000
2007-08	78,302,000	86,580,000

* Unaudited

** Adopted



<u>Fiscal Year</u>	<u>Annual Revenues</u>	<u>% Change</u>
1998-99	67,900,000	1.3%
1999-00	74,712,000	10.0%
2000-01	82,708,000	10.7%
2001-02	72,631,000	(12.2%)
2002-03 *	70,736,000	(2.6%)
2003-04 **	71,030,000	0.4%
2004-05	71,781,000	1.1%
2005-06	73,492,000	2.4%
2006-07	75,633,000	2.9%
2007-08	78,302,000	3.5%

* Unaudited

** Adopted

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PROPERTY TAXES

Property taxes include the revenue generated from the City's share of the 1.0 percent levy assessed on the taxable value of real and personal property located within the City limits. The assessed value of secured real property that does not experience a change in ownership is increased at an inflationary rate not to exceed the California Consumer Price Index (CPI) or 2.0 percent, whichever is less. However, if a property changes ownership, it is reassessed at the current market value and new construction is initially valued at the cost of the construction. Unsecured tax on personal property such as computers and other equipment is assessed on the value of the property as reported annually to the County by each business.

PROPERTY TAX SOURCES

- Property tax assessed on secured real property
- Property tax assessed on unsecured personal property

ECONOMIC FACTORS

- General economic conditions
- Proposition 13—determines methodology of tax application, limits the annual assessed value increase and sets the tax rate
- Consumer Price Index (CPI)
- Property demand, sales and values
- New development
- Timeliness of County processing of new development and ownership transfers to the tax roll
- State legislation regarding tax allocation
- Assessment appeals

HISTORY

During Fiscal Years 1992-93 and 1993-94, the State transferred a total of \$2.5 million of City secured property tax revenues to schools ("ERAF Shift") as a way of solving its own budget shortfall at the time. This is an ongoing annual loss to the City, increasing every

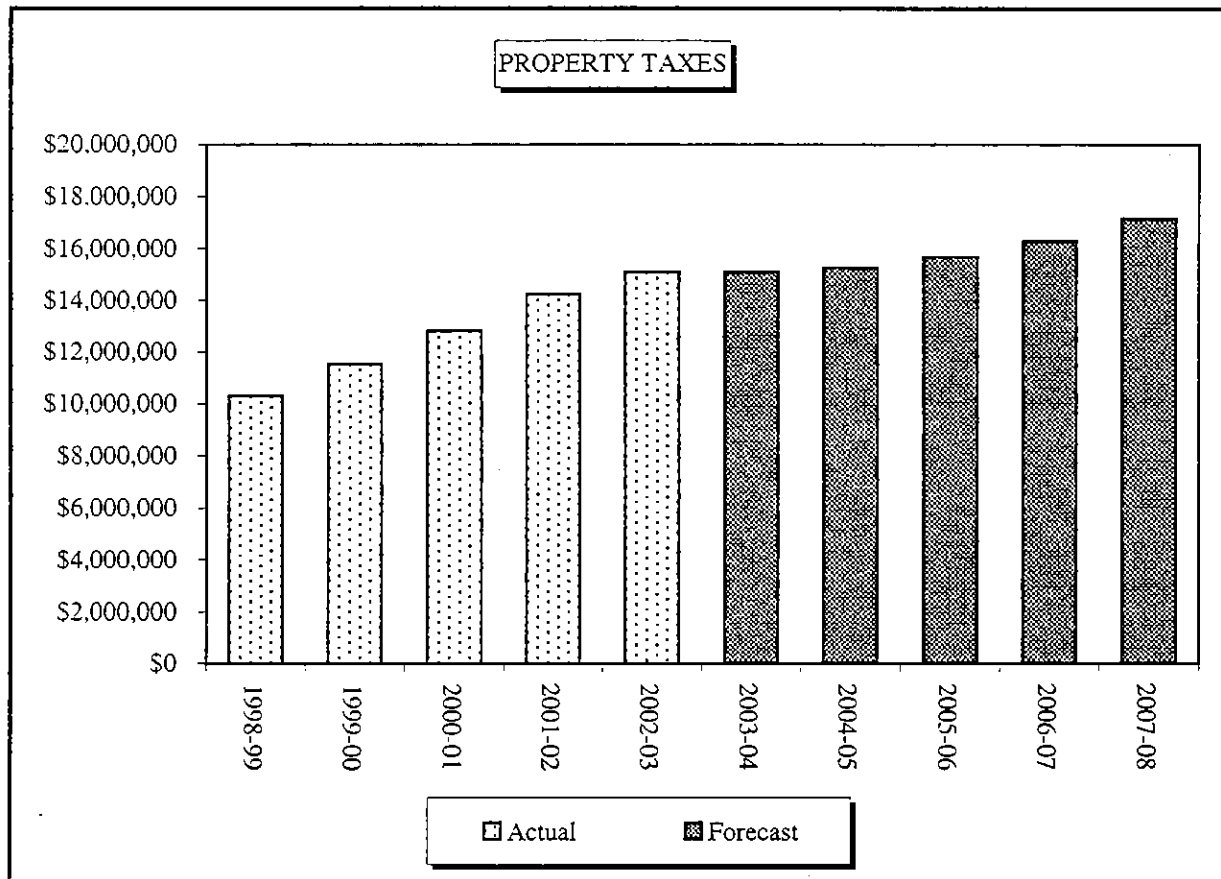
fiscal year as assessed values increase and totals \$4.2 million for Fiscal Year 2002-03. Cumulatively, the City has lost \$30.5 million since the inception of ERAF. At the same time, assessed values declined as a result of the depressed economic climate, and commercial and residential property owners filed successful assessment appeals which resulted in reduced secured and unsecured property tax revenue. The appeal activity was so high that over several fiscal years, the County was consumed with processing appeals and unable to add new development to the tax roll in a timely manner, thereby delaying payment of property tax revenue the City and other County agencies were entitled to. Beginning in Fiscal Year 1997-98, the County made significant progress adding new development to the roll and restoring assessments reduced in prior fiscal years. Over the next few years, the lack of housing for the growing employment base in Silicon Valley and the capital gains from stock sales combined to drive housing prices and taxable assessed values to an unprecedented level. Then, in early 2001, the economy stalled and property sales slowed. While establishing the tax roll for Fiscal Year 2002-03, the County proactively reviewed all commercial property as well as residential properties sold during the prior two fiscal years and reduced values for many properties.

FORECAST

Fiscal Year 2003-04 includes a 4.0 percent increase in assessed value, encompassing increased value for some new development and improvements, changes in ownership and the 2.0 percent annual increase. The County has again proactively reviewed property values, reducing some properties and restoring values for other properties reduced on the 2002-03 fiscal year roll.

The four forecast years assume the assessed value of secured property will increase at the 2.0 percent annual maximum in Fiscal Year 2004-05, increase 1.0 percent each subsequent year and does not anticipate any commercial or residential development.

The current level of commercial vacancies will negatively impact unsecured property as a result of the decreased value of commercial property lease agreements and the reduced amount of property (furnishings, fixtures, etc.) to assess tax on. The unsecured property tax projection for the 2003-04 fiscal year has been reduced 3.0 percent and is decreased 2.0 percent further in the following fiscal year. The last three forecast years include slight increases.



<u>Fiscal Year</u>	<u>Annual Revenues</u>	<u>% Change</u>
1998-99	10,298,000	9.7%
1999-00	11,534,000	12.0%
2000-01	12,825,000	11.2%
2001-02	14,262,000	11.2%
2002-03 *	15,110,000	5.9%
2003-04 **	15,111,000	0.0%
2004-05	15,267,000	1.0%
2005-06	15,676,000	2.7%
2006-07	16,298,000	4.0%
2007-08	17,143,000	5.2%

* Unaudited

** Adopted

SALES TAX

The City of Mountain View receives 1.0 percent of every sales dollar subject to sales tax. During the past decade, industrial businesses have produced a larger share of sales tax revenue. However, last fiscal year, with the decline in the technology sector, retail became the largest producer of sales tax for the City.

SALES TAX SOURCES

- Retail sales of tangible personal property to individuals and other businesses
- Use and excise taxes on business consumption of personal property
- State and County pooled sales tax allocated by population

ECONOMIC FACTORS

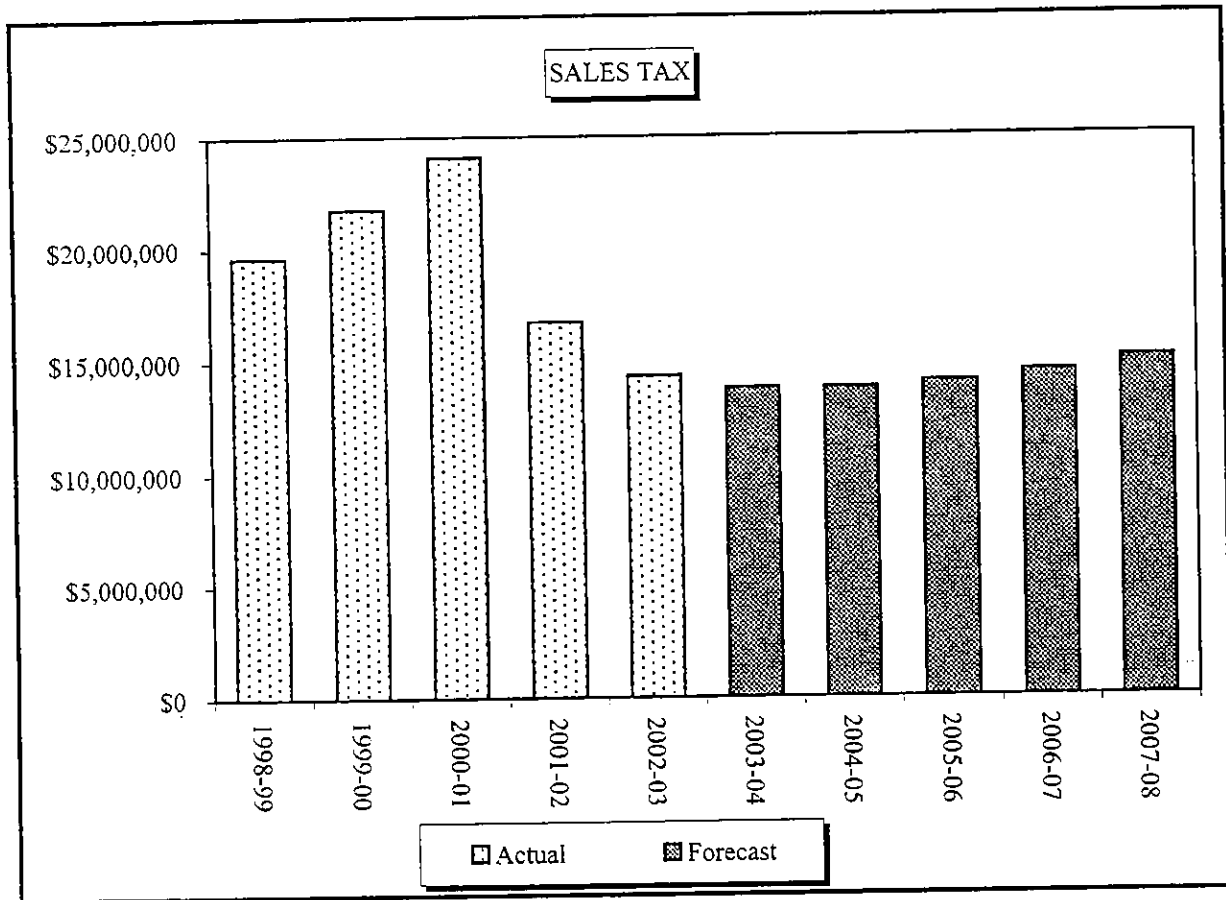
- Business expansions or relocations
- State of the economy
- Purchasing patterns
- State Board of Equalization allocation decisions
- Level of business-to-business sales
- Technological changes

HISTORY

Over the past decade, sales tax has been an extremely volatile revenue source. It dropped 9.3 percent in Fiscal Year 1990-91, almost doubled over the next six fiscal years, fluctuated for the next several fiscal years and reached an all-time record of \$24.1 million in Fiscal Year 2000-01. These variations occur as businesses move in and out of the City, companies modify reporting and/or sales methods and the economy changes.

FORECAST

Fiscal Year 2003-04 includes a 3.9 percent decrease compared to the Fiscal Year 2002-03 unaudited, reflecting a continued slowdown in the Bay Area economy and the known relocations of businesses outside of Mountain View.



<u>Fiscal Year</u>	<u>Annual Revenues</u>	<u>% Change</u>
1998-99	19,615,000	(9.9%)
1999-00	21,787,000	11.1%
2000-01	24,108,000	10.7%
2001-02	16,715,000	(30.7%)
2002-03 *	14,328,000	(14.3%)
2003-04 **	13,772,000	(3.9%)
2004-05	13,772,000	0.0%
2005-06	14,050,000	2.0%
2006-07	14,472,000	3.0%
2007-08	15,051,000	4.0%

* Unaudited

** Adopted

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OTHER TAXES

Other Taxes is comprised of Transient Occupancy Tax, Business License Tax and Utility Users Tax.

OTHER TAXES SOURCES

- Transient Occupancy Tax is a 10.0 percent tax assessed on hotel and motel occupancies. Any occupancy by a government employee or a stay exceeding 30 consecutive days is exempt from the tax. This tax is self-reported on a quarterly basis by hotels and motels within the City limits and hotels are audited by the City on a rotating basis.
- The Business License Tax is assessed on all businesses known to be operating in Mountain View and billed annually. The tax rate varies by type of business.
- Utility Users Tax is a 3.0 percent tax assessed on the sale of all commercial and residential intrastate telephone communication and all electricity and gas consumption.

ECONOMIC FACTORS

- Transient Occupancy: Number of hotel rooms, the room rate, the occupancy rate and the number of exemptions.
- Business License Tax: Number and types of businesses licensed by the City and the applicable tax rate.
- Utility Users Tax: Customer base, consumption and price of energy.

HISTORY

Transient Occupancy Tax: The tax rate was last modified in June 1991 from 8.0 percent to 10.0 percent. Occupancy rates throughout the County continued to increase over the past decade until 2001, when the events and aftermath of September 11 significantly hampered travel. In Fiscal Year 2001-02, this revenue source declined approximately 38.7 percent from the prior fiscal year and declined an additional 17.6 percent by the end of Fiscal Year 2002-03, a total decline of 50.1 percent over the past two fiscal years. This revenue continues to be impacted by the reduction in business and leisure travel.

Business License Tax: This revenue does not change significantly from year to year as the tax rate is very low.

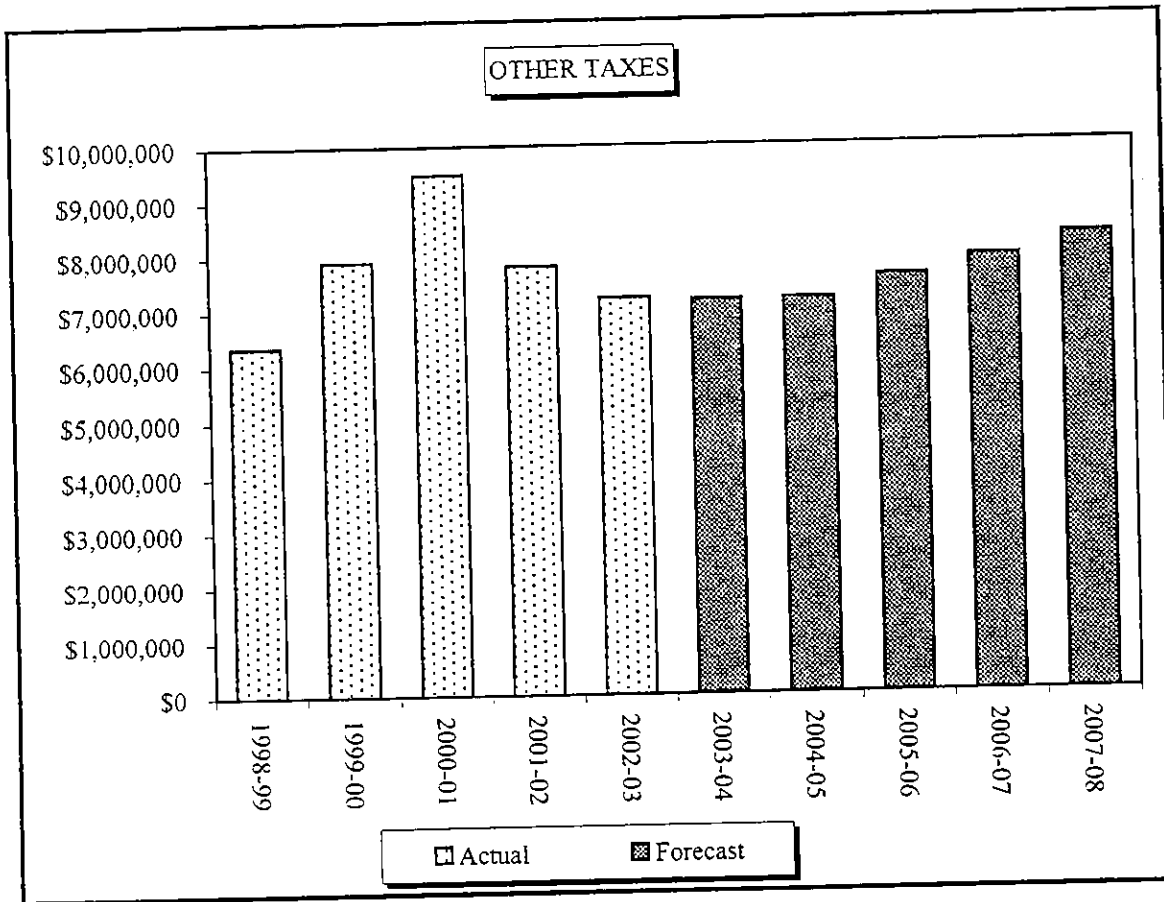
Utility Users Tax: Utility Users Tax is calculated on the consumer cost of the energy used, as the cost and/or customer base increases the tax increases. New commercial and residential development, the high occupancy rate of commercial buildings and demand for multiple phone lines increased the customer base in past fiscal years. During Fiscal Year 2000-01, consumer gas and electricity rates increased. Initially, there was an increase in City revenue from the utility rate increase. Since then, the commercial property vacancies which reduced the customer base have resulted in less than anticipated revenue in Fiscal Years 2001-02 and 2002-03. In addition, the price of gas has dropped and customers have responded to conservation efforts and reduced their usage of electricity.

FORECAST

Transient Occupancy Tax: The Fiscal Year 2003-04 Adopted Budget assumes level revenue and the four forecast years assume the economy will gradually improve and business travel will increase.

Business License Tax: As the tax is low, the license revenue has remained fairly constant over the past several years; therefore, forecast years are based on prior fiscal years' actuals.

Utility Users Tax: The Fiscal Year 2003-04 adopted revenue and the subsequent fiscal year assume essentially no change from the 2002-03 fiscal year. It does not appear the current commercial vacancy rate will change as businesses continue to hold expenses and maintain or reduce staffing levels. The last three forecast years include gradual increases in anticipation of an improvement in the economy.



<u>Fiscal Year</u>	<u>Annual Revenues</u>	<u>% Change</u>
1998-99	6,357,000	6.1%
1999-00	7,908,000	24.4%
2000-01	9,487,000	20.0%
2001-02	7,806,000	(17.7%)
2002-03 *	7,217,000	(7.5%)
2003-04 **	7,167,000	(0.7%)
2004-05	7,186,000	0.3%
2005-06	7,589,000	5.6%
2006-07	7,925,000	4.4%
2007-08	8,306,000	4.8%

* Unaudited

** Adopted

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USE OF MONEY AND PROPERTY

Use of Money and Property is comprised of investment earnings and revenue from rents and leases of City property. Investment earnings are generated from the General Fund's share of the City's pooled investment portfolio. Rents and Leases revenue is generated from rental properties and lease agreements.

USE OF MONEY AND PROPERTY SOURCES

- Monthly interest allocation generated by the City's pooled investment portfolio
- Leased and rented properties, including:
 - North Charleston site
 - Crittenden site
 - Michaels at Shoreline
 - Boathouse
 - Center for the Performing Arts
- Amphitheatre concessions

ECONOMIC FACTORS

- Economy
- Interest rates
- Portfolio balance
- Lease agreements
- Amphitheatre concert season

HISTORY

Investment Earnings: The portfolio has increased over the last few years as a result of the financial strategy to build reserves in anticipation of budget constraints. The Federal Reserve lowered interest rates numerous times since January 2001, which has decreased the yield on newly purchased investment instruments.

Rents and Leases: In March 1995, the City negotiated and signed a lease agreement with Silicon Graphics, Inc. (SGI) for the North Charleston site. In September 1996, the City negotiated and signed a lease agreement with SGI for the Crittenden site. During

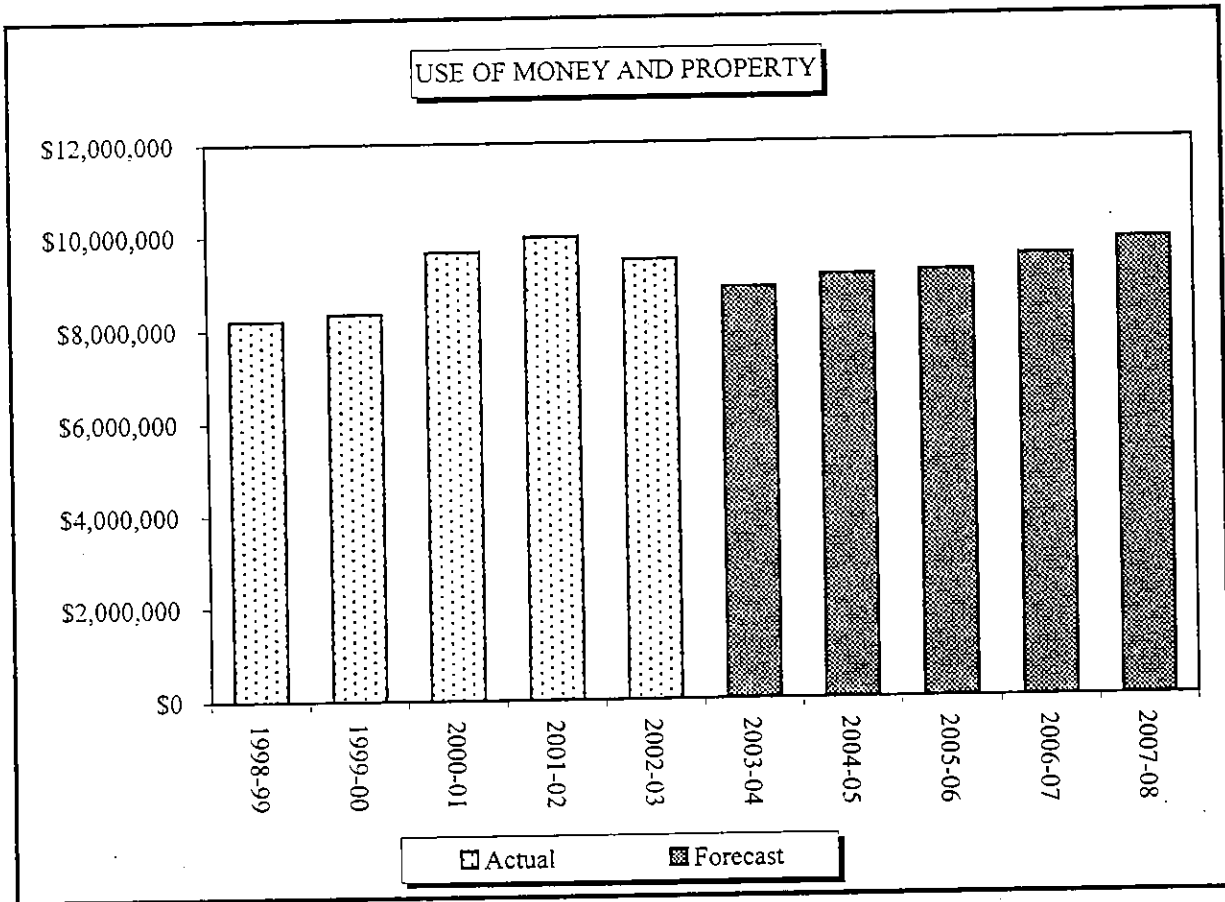
Fiscal Year 2000-01, Goldman Sachs purchased the SGI buildings on the North Charleston and Crittenden sites and SGI has assigned the lease agreements with the City to Goldman Sachs for these properties. The leases contain annual increases to the rent payments.

As allowed in the contract, the City receives between 4.75 percent and 6.75 percent of the revenue from Clear Channel for Amphitheatre concessions.

FORECAST

Investment Earnings: The projection for the Fiscal Year 2003-04 Adopted Budget is based on an assumption the average portfolio rate will decline to 4.0 percent and the four forecast years include 0.5 percent annual yield increases.

Rents and Leases: The current leases with Goldman Sachs end in Fiscal Year 2004-05 and 2005-06. The forecast includes rental income for these leases at lower rents after the expiration of the current leases. The City will remain at the maximum percentage allowed in the contract with Clear Channel.



<u>Fiscal Year</u>	<u>Annual Revenues</u>	<u>% Change</u>
1998-99	8,210,000	(3.3%)
1999-00	8,338,000	1.6%
2000-01	9,644,000	15.7%
2001-02	9,959,000	3.3%
2002-03 *	9,455,000	(5.1%)
2003-04 **	8,850,000	(6.4%)
2004-05	9,096,000	2.8%
2005-06	9,172,000	0.8%
2006-07	9,491,000	3.5%
2007-08	9,822,000	3.5%

* Unaudited

** Adopted

OTHER REVENUE

Other revenue is comprised of Franchise Fees, Licenses and Permits, Fines and Forfeitures, Intergovernmental, Service Charges, Miscellaneous and Interfund Revenue/Transfers.

OTHER REVENUE SOURCES

- The franchisees are required to pay Franchise Fees as compensation to the City for the use of City property while providing a commercial service to Mountain View businesses and residents.
- Licenses and Permits and Service Charge revenues are generated from private development activity and recreation classes.
- Fines and Forfeitures are generated from citations issued by the City and the California Highway Patrol.
- Intergovernmental includes all revenue derived from other government agency sources, the largest of which is motor vehicle license fees (MVLf).
- Miscellaneous Revenue includes revenue from a variety of sources.
- Interfund Revenues are reimbursements to the General Operating Fund from other funds and capital improvement projects for services provided. Interfund Transfers are transfers from other funds.

ECONOMIC FACTORS

- State of the economy
- Franchise agreements and revenues generated by franchisees
- Level of development activity
- Actions by the State Legislature
- Level of service provided to other funds and capital improvement projects by staff budgeted in the General Operating Fund
- State and Federal regulations, legislation and funded programs

HISTORY

Franchise Fees: Franchise revenue generated from gas and electricity usage steadily increased through Fiscal Year 2000-01 as a result of significant commercial and residential development. This new development completely masked the impact of the PG&E rate reduction effective March 1998.

The City's refuse hauler, Foothill Disposal Company (Foothill) is required to pay a franchise fee to the City. This revenue began declining in Fiscal Year 2001-02 as a result of the decreased demand for refuse service, resulting from the large amount of vacant commercial space.

In addition, both of these Franchise Fee sources have been negatively impacted by conservation and recycling efforts.

Licenses and Permits and Service Charges: This revenue source experienced significant growth during the 1990s as a result of new development. Revenues began declining in Fiscal Year 2000-01 as there were no new large commercial development projects.

Intergovernmental Revenue: During the past decade, many revenues from the State have been reduced or eliminated. However, motor vehicle license fees (MVLF) collected on vehicle registrations have steadily increased. MVLF were reduced by the State Legislature in Fiscal Year 1997-98 with the losses to local agencies offset by a "backfill" payment from the State's General Fund. Local agencies are dependent upon the State to continue to backfill the loss of that portion of MVLF.

Interfund Revenues/Transfer: Every two years, the City's A-87 cost allocation plan is updated to accurately reflect the services provided to other funds and capital projects by General Operating Fund staff.

FORECAST

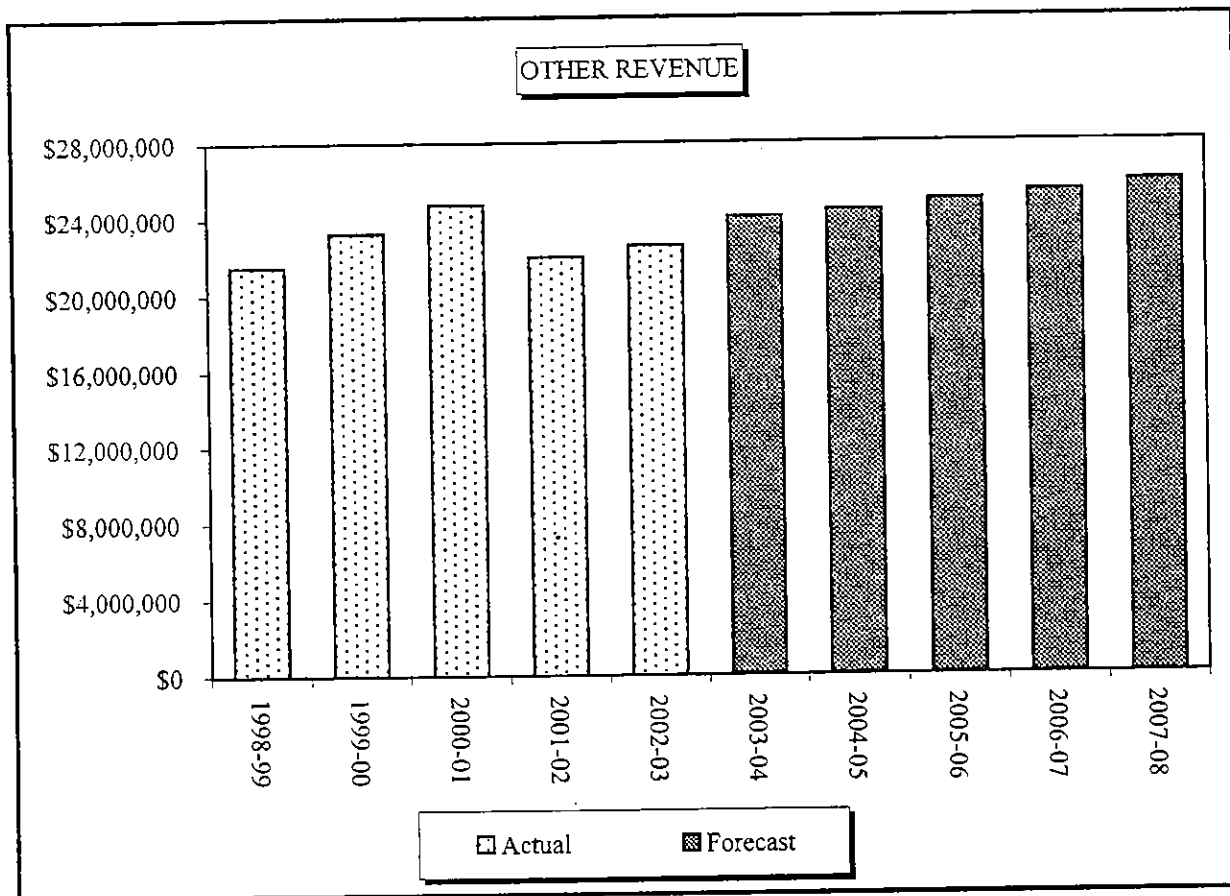
Franchise Fees: The projection for the Fiscal Year 2003-04 Adopted Budget includes an increase in the fee collected from Foothill, resulting from their anticipated increase in revenues. The four forecast years assume inflationary increasing revenue from Foothill and from the other Franchisees.

The PG&E reorganization plan approved by the bankruptcy court did not include the additional corporate entities originally proposed by PG&E; therefore, the adopted budget is based on receiving the full franchise fee.

Licenses and Permits and Service Charges: This revenue is expected to decline slightly during Fiscal Year 2003-04, reflecting the continued slowdown in private construction activity, and increase slightly in the last three forecast years.

Intergovernmental Revenue: The May revision of the Fiscal Year 2003-04 State budget proposes triggering the reinstatement of the full amount of the tax to the vehicle owner and releasing the State from the obligation of backfilling the 67.5 percent to local agencies. No adjustment in MVLFF revenues has been reflected in the Fiscal Year 2003-04 Adopted Budget or the four forecast years.

Interfund Revenue/Transfer: The cost allocation plan revision was completed and the updated numbers have been included in the adopted budget. The funding for the biennial update to the plan is included in the 2003-04 fiscal year Adopted Budget.



<u>Fiscal Year</u>	<u>Annual Revenues</u>	<u>% Change</u>
1998-99	21,526,000	10.4%
1999-00	23,251,000	8.0%
2000-01	24,750,000	6.4%
2001-02	21,995,000	(11.1%)
2002-03 *	22,566,000	2.6%
2003-04 **	24,070,000	6.7%
2004-05	24,400,000	1.4%
2005-06	24,945,000	2.2%
2006-07	25,387,000	1.8%
2007-08	25,920,000	2.1%

* Unaudited

** Adopted

LOAN REPAYMENTS

This revenue source reflects the annual repayment of loan obligations from other funds.

LOAN REPAYMENT SOURCES

- Shoreline Regional Park Community
- Revitalization Authority

ECONOMIC FACTORS

- Financial condition of the paying funds

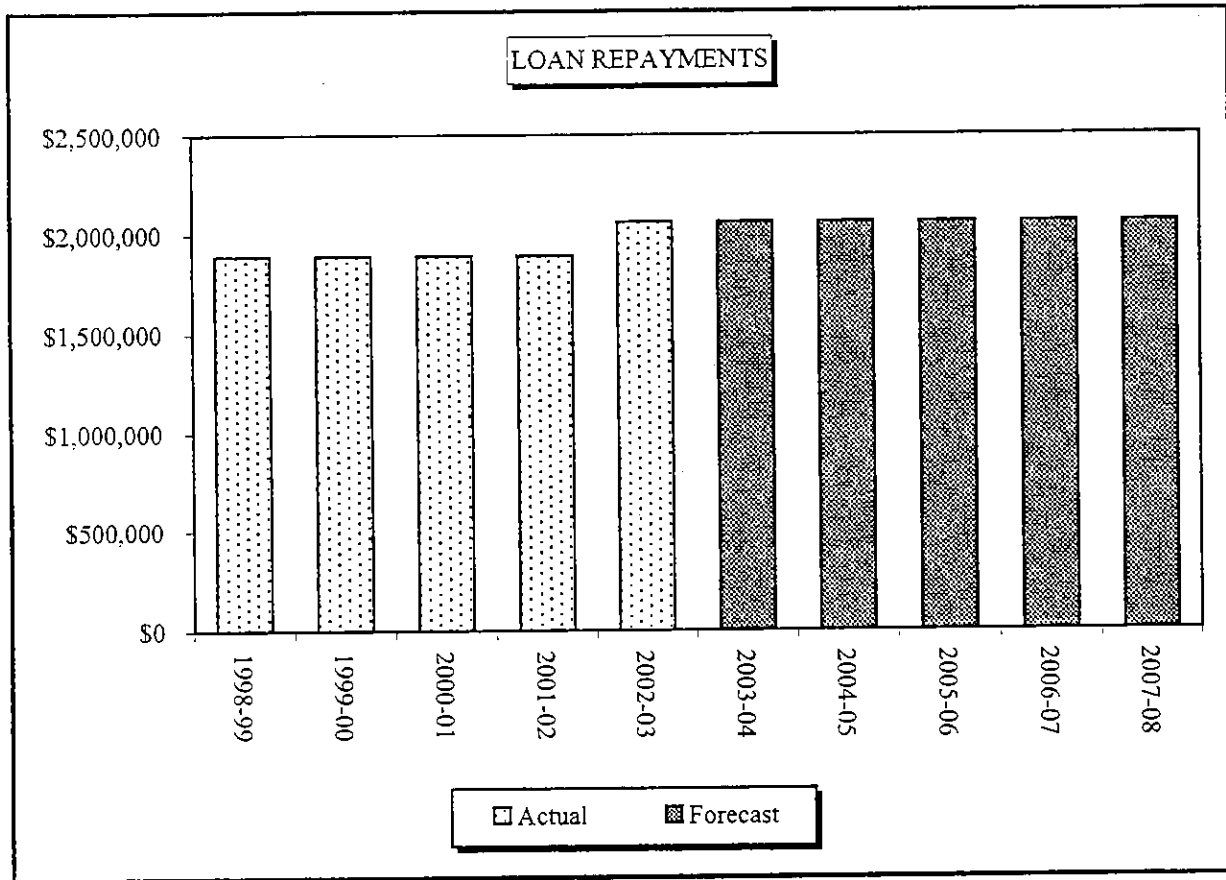
HISTORY

Shoreline Regional Park Community (SRPC): The General Fund made a series of loans to this fund beginning in Fiscal Year 1985-86, which eventually totaled \$17.8 million. The loans were combined together into a consolidated loan during Fiscal Year 1988-89. Although this revenue is one-time in nature, it will not be paid off until Fiscal Year 2015-16 and is currently included as operating revenue.

Revitalization Authority (Authority): The General Fund also made a series of loans to this fund in 1989. In the Fiscal Year 1993-94 budget, the Council approved deferring the loan repayments a minimum of three years at no interest and extending the payoff until Fiscal Year 2013-14. Although the financial condition of the Authority subsequently improved, loan repayments continued to be deferred until Fiscal Year 2002-03. At that time, the loan to the Authority was reamortized to 2019, the end of the life of the District, at a 6.0 percent interest rate with an annual loan payment in the amount of \$165,500.

FORECAST

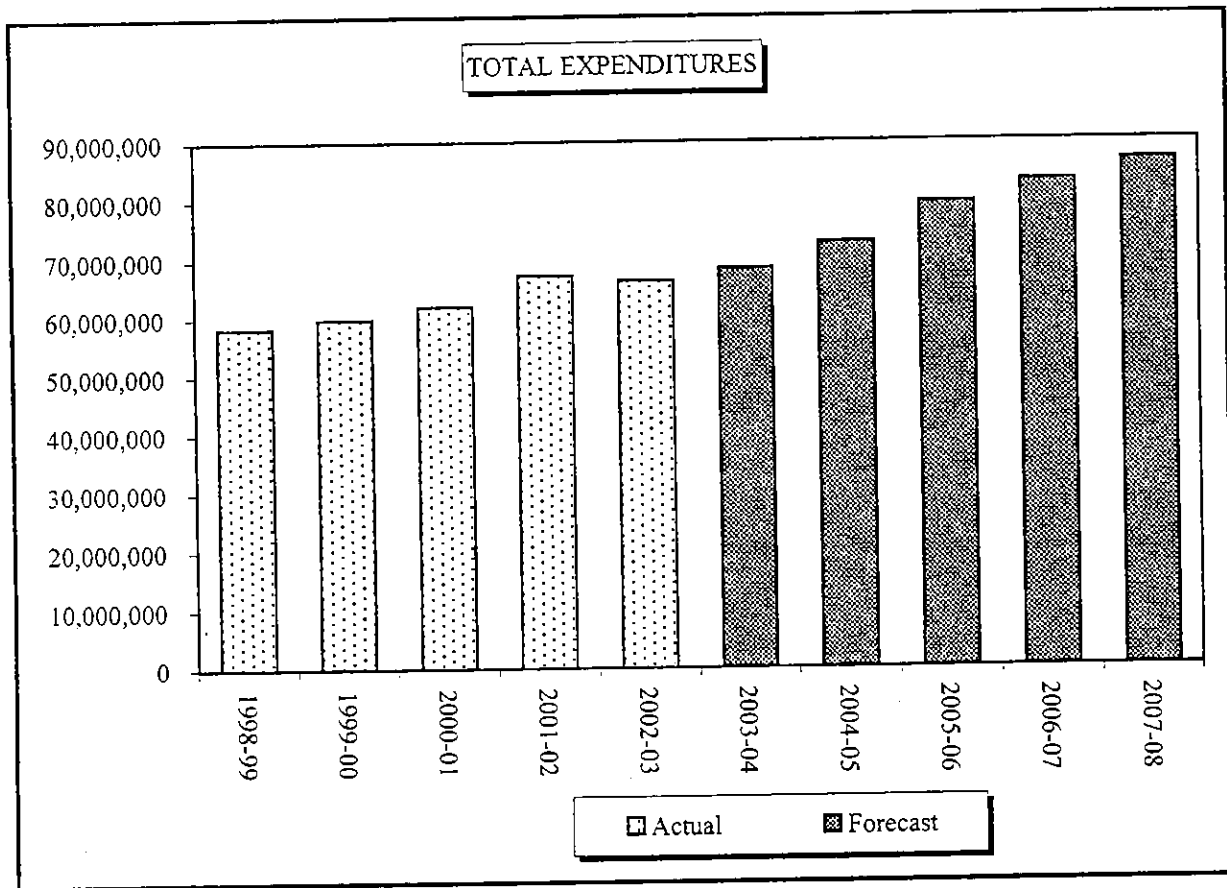
The SRPC and Revitalization Authority loan repayments remain at the same annual amount throughout the life of the debt.



<u>Fiscal Year</u>	<u>Annual Revenues</u>	<u>% Change</u>
1998-99	1,894,000	0.0%
1999-00	1,894,000	0.0%
2000-01	1,894,000	0.0%
2001-02	1,894,000	0.0%
2002-03 *	2,060,000	8.8%
2003-04 **	2,060,000	0.0%
2004-05	2,060,000	0.0%
2005-06	2,060,000	0.0%
2006-07	2,060,000	0.0%
2007-08	2,060,000	0.0%

* Unaudited

** Adopted



<u>Fiscal Year</u>	<u>Annual Expenditures</u>	<u>% Change</u>
1998-99	58,341,000	7.9%
1999-00	59,846,000	2.6%
2000-01	62,057,000	3.7%
2001-02	67,281,000	8.4%
2002-03 *	66,340,000	(1.4%)
2003-04 **	68,465,000	3.2%
2004-05	72,829,000	6.4%
2005-06	79,426,000	9.1%
2006-07	83,089,000	4.6%
2007-08	86,580,000	4.2%

* Unaudited

** Adopted

SALARIES AND BENEFITS

The Salaries and Benefits category makes up the largest component of General Operating Fund expenditures and represents all personnel-related costs. There are currently four union-represented groups in the City: the Police Officers Association (POA sworn and nonsworn), the Mountain View Professional Firefighters Union (IAFF No. 1965) and Service Employees International Union (SEIU No. 715). The remaining employees are Management, Professional and certain Front-Line positions. The outcome of negotiations with each unit is a major factor in salary and benefit costs.

CATEGORIES

- Salaries
- Wages
- Overtime
- Other pays (e.g., holiday-in-lieu, out-of-class, etc.)
- Medical/dental premiums
- Public Employees Retirement System (PERS)
- Other benefits (e.g., long-term disability, FICA, etc.)
- Workers' Compensation

HISTORY

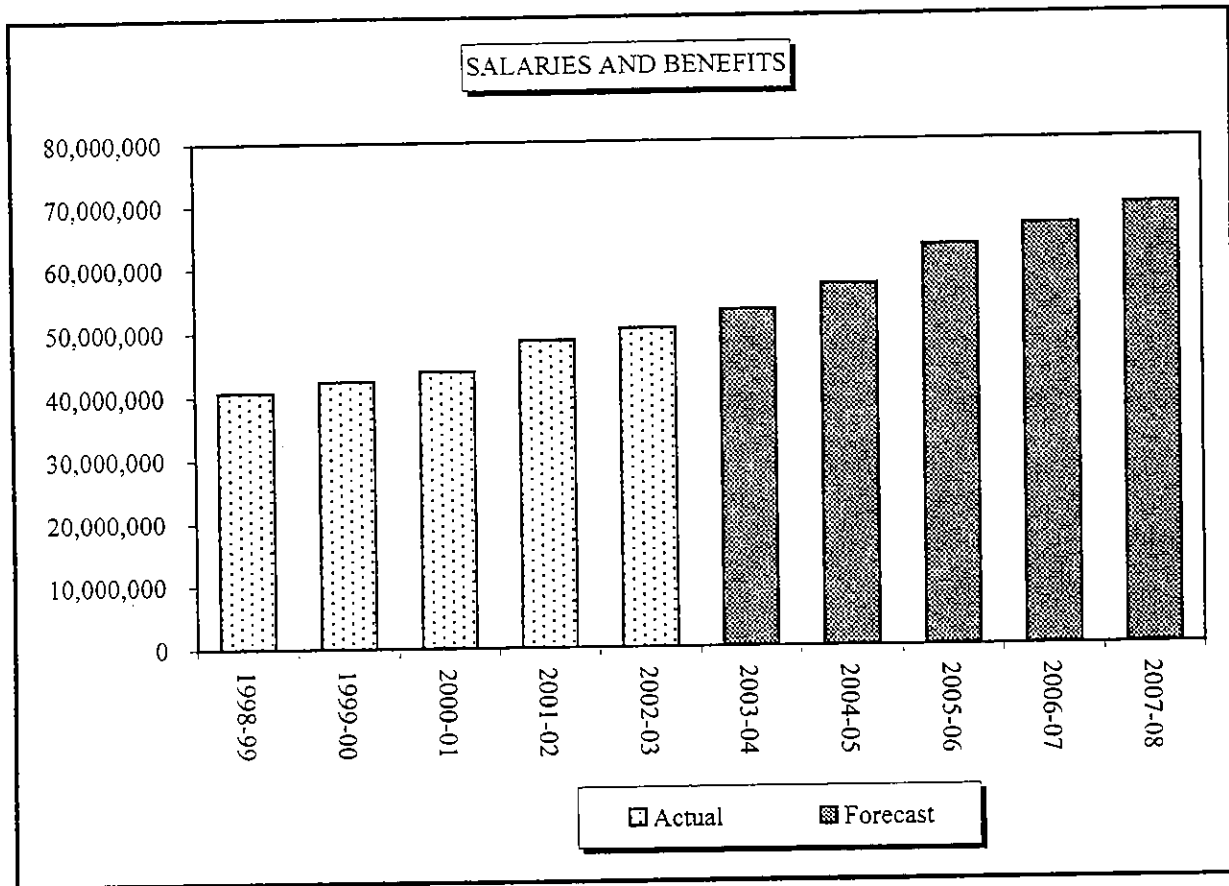
During the recession in the early 1990s, the City experienced retrenchment, eliminating a total of 31.5 General Fund positions. Over the next several fiscal years, the Council approved service enhancements in the highest-priority areas. However, in Fiscal Year 2002-03, in response to the initial signs of the economic slowdown, Council eliminated 4.0 positions and unfunded the equivalent of 16.08 positions. During the 2002-03 fiscal year, the economy continued to erode and the partial hiring freeze implemented in January 2001 was expanded.

FORECAST

As discussed during budget study sessions, the adopted budget includes a total elimination of 42.51 full-time equivalent General Operating Fund positions (including the 16.08 positions unfunded in Fiscal Year 2002-03).

The adopted budget also includes cost-of-living adjustments agreed to in the current IAFF No. 1965 and the POA sworn and nonsworn Memorandums of Understanding (MOU). In addition, as agreed to in the Fiscal Year 2002-03 compensation resolution, Police management are budgeted to receive cost-of-living and equity increases. The Council included funding in the Fiscal Year 2003-04 Adopted Budget for all front-line employees to receive the appropriate step increase and a minimal amount is included for merit increases. There is no cost-of-living increase included for either miscellaneous front-line and management employees or SEIU.

Also, any other anticipated benefit modifications are reflected in the Fiscal Year 2003-04 Adopted Budget. Public Employees Retirement System (PERS) employer contribution rates for Fiscal Year 2003-04 and 2004-05 reflect the normal cost rate calculated by PERS in the most recent actuarial. The Miscellaneous group is 7.01 percent for Fiscal Year 2003-04. For Fiscal Year 2004-05, 7.2 percent is projected and increasing in Fiscal Year 2005-06, reflecting the impact of the substantial losses in the PERS portfolio. The Safety rate is 19.73 percent for Fiscal Year 2003-04, 29.8 percent is projected for Fiscal Year 2004-05, increasing in Fiscal Year 2005-06, reflecting PERS investment losses and the impact of the enhanced retirement benefit granted to Fire Safety in July 2001 and Police Safety in July 2002. Both Police and Fire Safety will be sharing in the increased cost. The last two years of the forecast include incremental increases for all groups. The remaining benefits, consisting primarily of employee insurance coverages, are included in the forecast with projected inflationary increases.



<u>Fiscal Year</u>	<u>Annual Expenditures</u>	<u>% Change</u>
1998-99	40,714,000	8.8%
1999-00	42,394,000	4.1%
2000-01	43,838,000	3.4%
2001-02	48,659,000	11.0%
2002-03 *	50,431,000	3.6%
2003-04 **	53,111,000	5.3%
2004-05	56,977,000	7.3%
2005-06	63,160,000	10.9%
2006-07	66,422,000	5.2%
2007-08	69,496,000	4.6%

* Unaudited

** Adopted

SERVICES AND SUPPLIES

The Services and Supplies category makes up the second largest component of General Operating Fund expenditures and represents costs of operations.

CATEGORIES

- Materials and Supplies
- Maintenance and Operations
- Utilities
- Professional/Technical Services
- Training, Conference and Travel
- Miscellaneous Expenditures

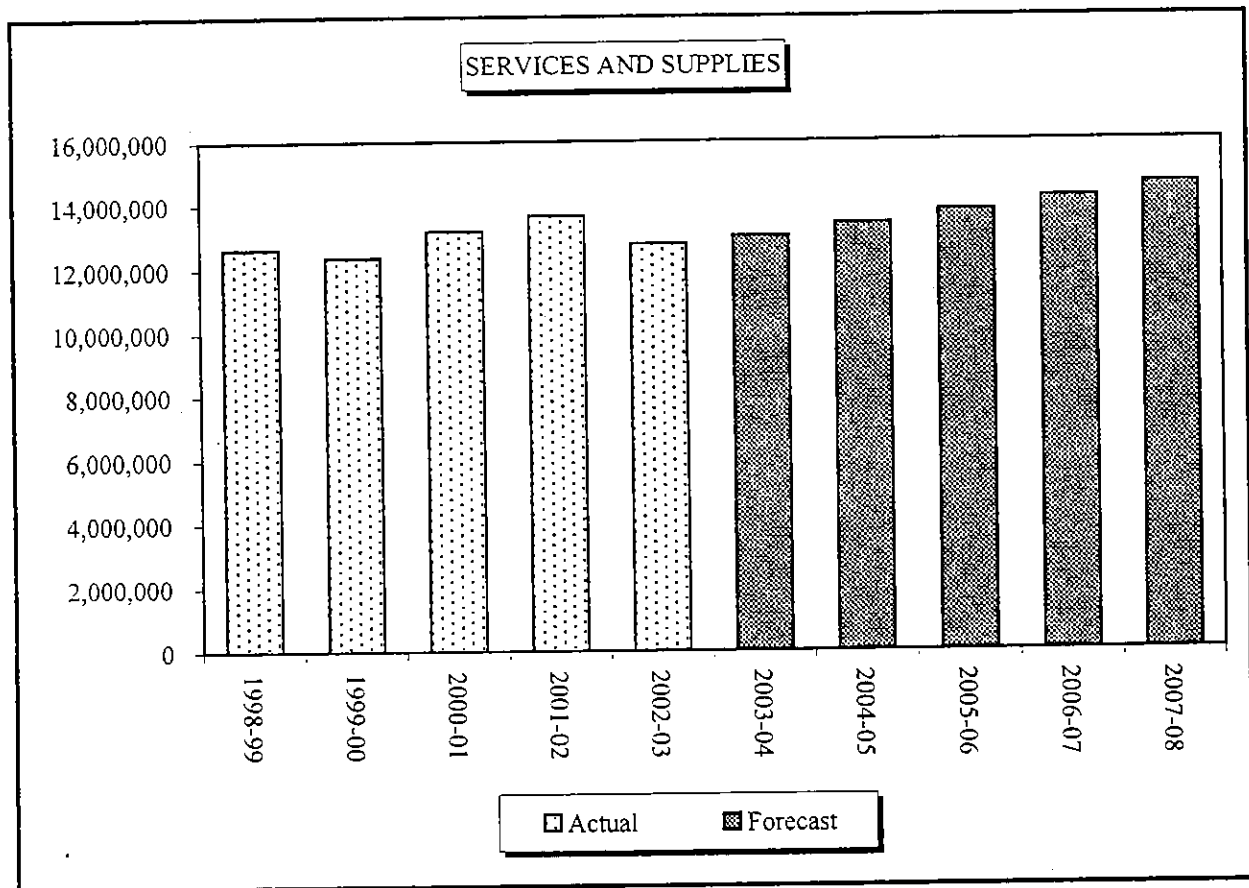
HISTORY

From Fiscal Year 1995-96 through 2001-02, the Council has approved increases (averaging 7.8 percent annually) for the highest-priority programs. In Fiscal Year 2002-03, the Council approved a net 5.0 percent reduction from the prior fiscal year adopted budget.

FORECAST

The Fiscal Year 2003-04 Adopted Budget includes a 10.5 percent reduction in the services and supplies account compared to the prior year adopted budget.

Subsequent forecast years include 3.0 percent increases. This is based on historical averages, after adjusting for significant programs, and the information gathered from the State and other sources.



<u>Fiscal Year</u>	<u>Annual Expenditures</u>	<u>% Change</u>
1998-99	12,648,000 (1)	5.5%
1999-00	12,377,000	(2.1%)
2000-01	13,194,000	6.6%
2001-02	13,658,000 (1)	3.5%
2002-03 *	12,780,000	(6.4%)
2003-04 **	13,001,000	1.7%
2004-05	13,392,000	3.0%
2005-06	13,793,000	3.0%
2006-07	14,207,000	3.0%
2007-08	14,633,000	3.0%

* Unaudited

** Adopted

(1) Includes Interfund Transfers

CAPITAL OUTLAY AND EQUIPMENT REPLACEMENT

The Capital Outlay and Equipment Replacement category represents the new and replacement equipment needs of the City. Although, individually, Capital Outlay is one-time in nature, the City includes this category in the operating budget to reflect capital needs on an annual basis. In addition to the General Operating Fund, the Shoreline Golf Links, Revitalization Authority, Parking District, Shoreline Regional Park Community, Water, Wastewater, Solid Waste Management and Fleet Maintenance Funds make annual contributions based on the equipment used by those operations. Equipment replacement expenses are paid by the Equipment Replacement Reserve Fund.

CATEGORIES

- Capital Outlay
- Equipment Replacement

HISTORY

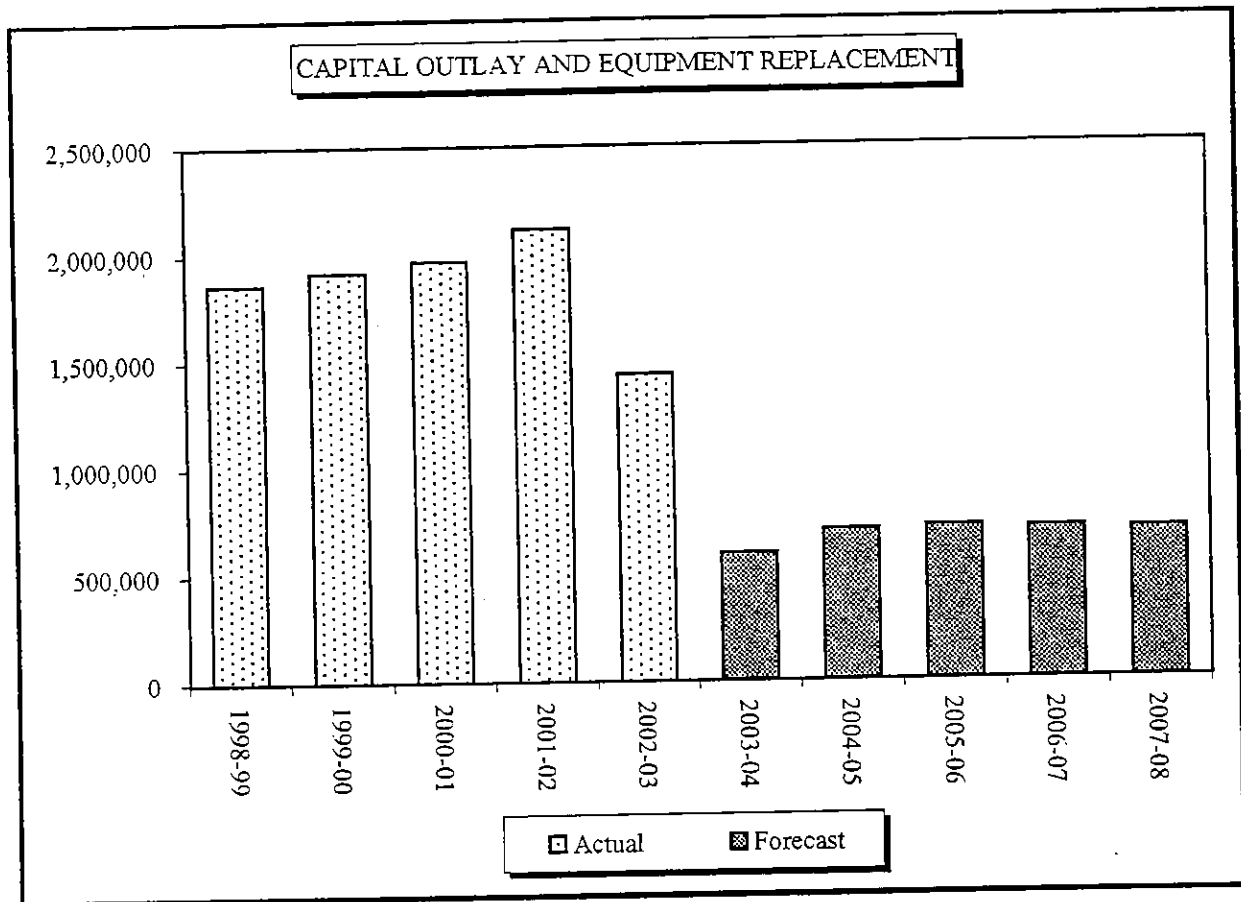
Capital Outlay: Since Fiscal Year 1993-94, the annual expenditures have grown as a result of an increased level of technology and related equipment, and an increase in the number and quality of safety vehicles. The Fiscal Year 2002-03 Adopted Budget included an ongoing \$100,000 reduction to capital outlay.

Equipment Replacement: The Equipment Replacement Reserve was initially funded in Fiscal Year 1992-93 with year-end General Fund carryover. Since that time, the Council has approved transfers to this fund from the year-end General Fund carryover to supplement the General Operating Fund's share of funding. The General Operating Fund increased this funding by \$200,000 annually from Fiscal Year 1994-95 until it was fully funding its share by Fiscal Year 2001-02. The Fiscal Year 2002-03 Adopted Budget included a \$500,000 reduction in the General Operating Fund's contribution to Equipment Replacement. These reductions are temporary in nature and will not be able to be continued into the future.

FORECAST

Capital Outlay: The Fiscal Year 2003-04 Adopted Budget includes a \$200,000 reduction in capital outlay.

Equipment Replacement: The Fiscal Year 2003-04 Adopted Budget includes an additional \$500,000 reduction in the General Operating Fund's contribution to equipment replacement.



<u>Fiscal Year</u>	<u>Annual Expenditures</u>	<u>% Change</u>
1998-99	1,863,000	21.8%
1999-00	1,919,000	3.0%
2000-01	1,969,000	2.6%
2001-02	2,118,000	7.6%
2002-03 *	1,434,000	(32.3%)
2003-04 **	593,000	(58.6%)
2004-05	702,000	18.4%
2005-06	713,000	1.6%
2006-07	703,000	(1.4%)
2007-08	694,000	(1.3%)

* Unaudited

** Adopted

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SELF-INSURANCES

The Insurances category represents the General Operating Fund's share of insurance costs in the Internal Service Funds. Special Funds and the Enterprise Funds also contribute to benefit insurances.

CATEGORIES

- General Liability
- Retirees' Health Care
- Vision Care

HISTORY

General Liability: In Fiscal Year 1993-94, the City joined a liability insurance pool (ACCEL) with other select cities for the provision of \$19.5 million coverage in excess of the current \$500,000 self-insured retention (SIR) for total coverage of \$20.0 million. Beginning in Fiscal Year 2001-02, funding of liability insurance was spread to all funds which receive a benefit from this insurance coverage. Previously, the cost was funded entirely by the General Operating Fund.

Retirees' Health Care and Vision Care: The medical premiums for retirees are paid by the Retirees' Health Fund, and vision care claims and reimbursement for safety glasses are paid by the Employee Benefits Fund. The annual cost of both of these programs is allocated to all operating funds. The Fiscal Year 2002-03 Adopted Budget included funding of the General Operating Fund's share to be paid by investment earnings generated by the reserve balance.

FORECAST

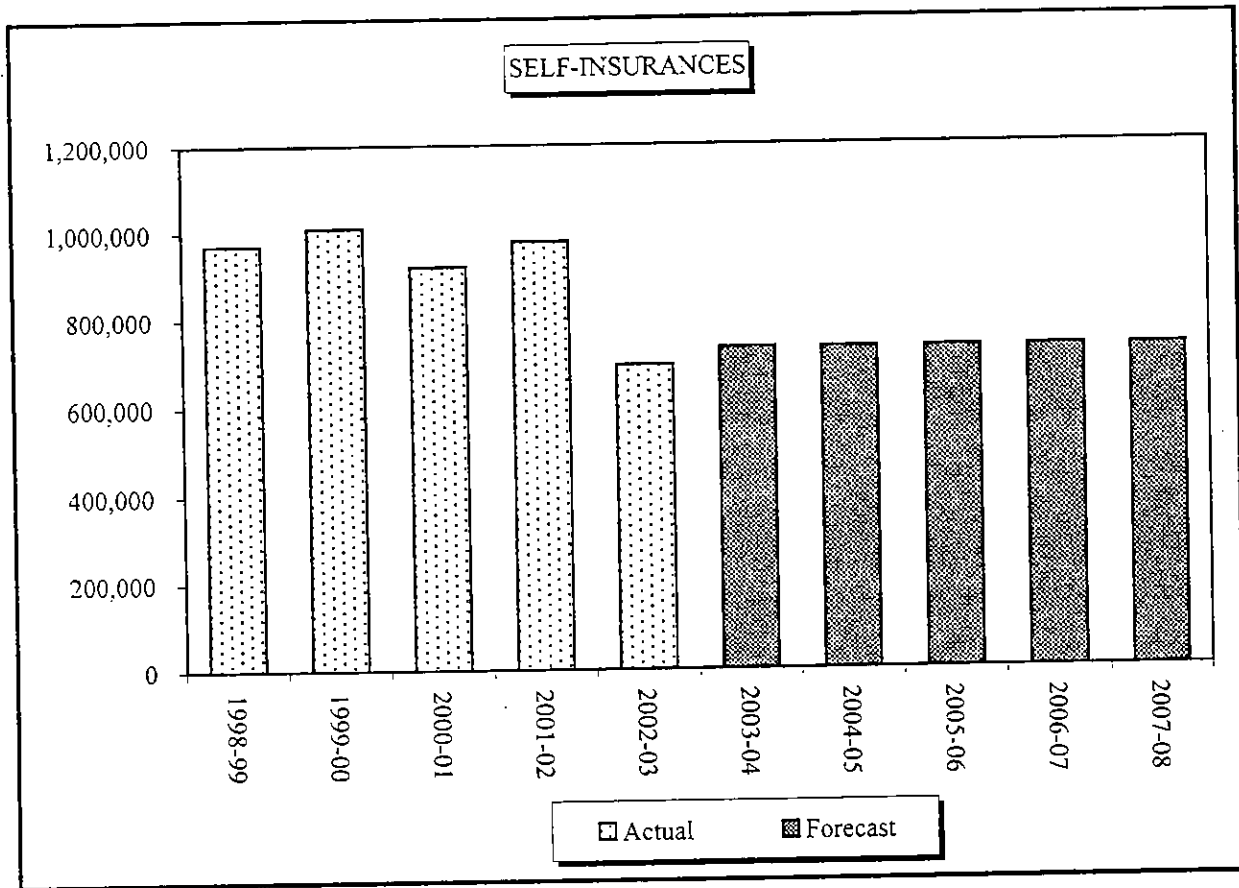
General Liability: The Adopted Budget includes the allocation of this funding to the General Operating Fund, Shoreline Golf Links, Revitalization Authority, Parking District, Shoreline Regional Park Community, Water, Wastewater and Solid Waste Management Funds. The Fiscal Year 2003-04 through 2007-08 projections are based on maintaining the minimum policy level for reserve balances. Operating expenditures for Fiscal Year 2003-04 have been increased, reflecting the overall higher cost of insurances. Property, liability and earthquake insurances all increased for the 2003-04 fiscal year.

Retirees' Health Care: The General Operating Fund's contribution to the Retirees' Health Fund is based on the projected cost of health care premiums for retired employees and the number of retirees. The number of retirees is calculated to increase

by 15 annually through the forecast period. This is based on historical trends and the number of known pending retirements.

To date, the General Operating Fund has contributed the entire reserve balance of the Retirees' Health Fund. The Fiscal Year 2003-04 Adopted Budget continues the funding of the General Operating Fund's share from investment earnings.

Vision Care: The General Operating Fund's contribution is based on the projected amount required to fund vision coverage for employees and retirees and safety glasses for employees.



<u>Fiscal Year</u>	<u>Annual Expenditures</u>	<u>% Change</u>
1998-99	972,000	(0.1%)
1999-00	1,011,000	4.0%
2000-01	921,000	(8.9%)
2001-02	978,000	6.2%
2002-03 *	693,000	(29.1%)
2003-04 **	733,000	5.8%
2004-05	733,000	0.0%
2005-06	733,000	0.0%
2006-07	733,000	0.0%
2007-08	733,000	0.0%

* Unaudited

** Adopted

DEBT SERVICE

The Debt Service category funds the debt obligations of the General Fund to the Debt Service Funds.

CATEGORIES

- City Hall and Center for the Performing Arts

HISTORY

City Hall/Center for the Performing Arts: In Fiscal Year 1988-89, the City issued debt to fund the construction of a new City Hall building and Center for the Performing Arts. The City refinanced this debt in Fiscal Year 1992-93, reducing annual debt service payments an average of \$230,000 and a total savings of approximately \$5.5 million over the life of the debt.

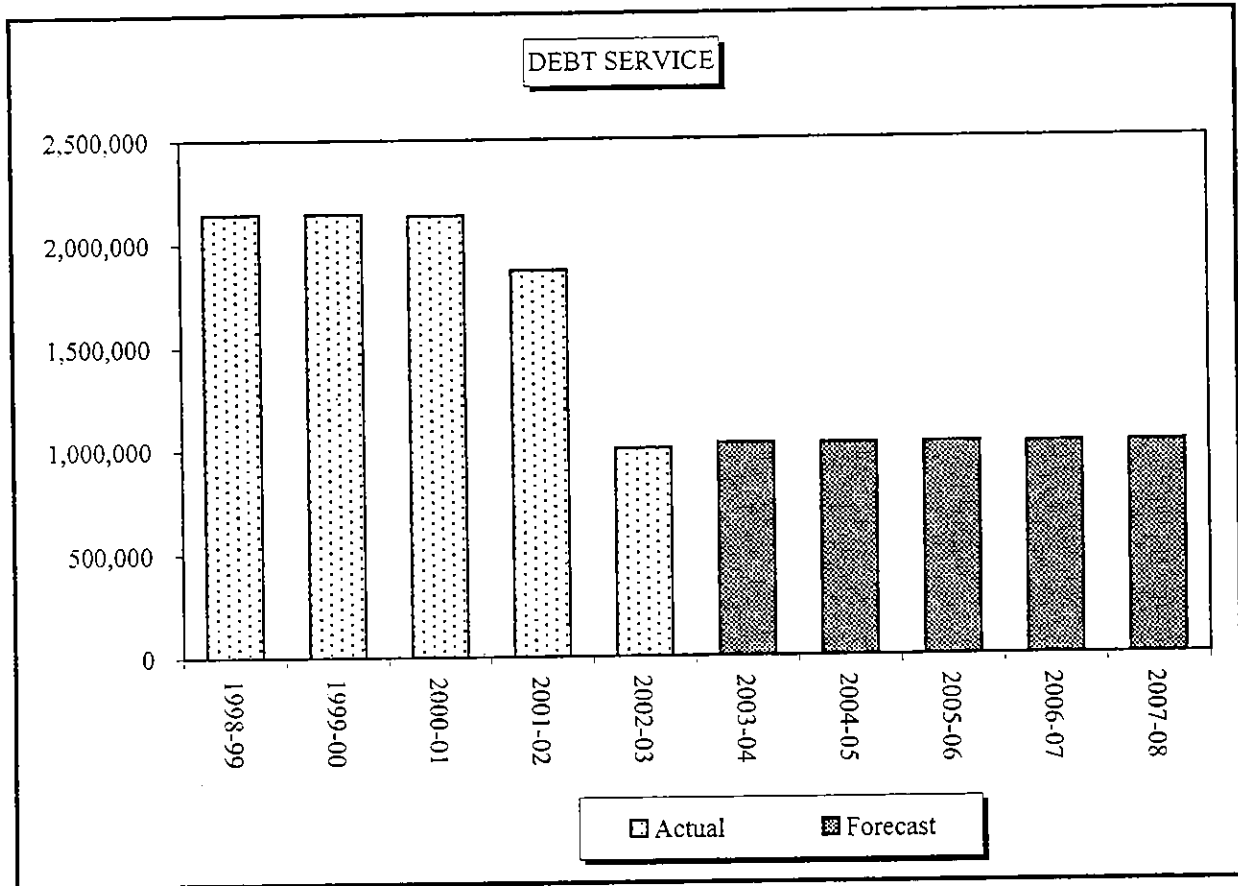
The Council approved the allocation of \$5.0 million from the Fiscal Year 1999-2000 General Fund carryover and \$5.0 million from the Fiscal Year 2000-01 carryover to call a portion of the outstanding General Fund bonds. The \$10.0 million bond call and refinancing completed in August 2001 reduced the ongoing General Operating Fund debt service obligation by approximately \$1.1 million annually.

FORECAST

City Hall/Center for the Performing Arts:

The forecast period reflects the scheduled debt service payments.

HMA/6/BUD
530-08-08-03R^



<u>Fiscal Year</u>	<u>Annual Expenditures</u>	<u>% Change</u>
1998-99	2,144,000	(0.2%)
1999-00	2,145,000	0.0%
2000-01	2,135,000	(0.5%)
2001-02	1,868,000	(12.5%)
2002-03 *	1,002,000	(46.4%)
2003-04 **	1,027,000	2.5%
2004-05	1,025,000	(0.2%)
2005-06	1,027,000	0.2%
2006-07	1,024,000	(0.3%)
2007-08	1,024,000	0.0%

* Unaudited

** Adopted

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